



SHIRE OF
DOWERIN
TIN DOG TERRITORY

MINUTES

Ordinary Council Meeting

Held in Council Chambers
13 Cottrell Street, Dowerin WA 6461
Tuesday 15 November 2022



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Shire of Dowerin
Ordinary Council Meeting
Tuesday 15 November 2022



1. Official Opening / Obituaries

The President welcomes those in attendance and declares the Meeting open at 4.00pm.

2. Record of Attendance / Apologies / Leave of Absence

Councillors:

Cr RI Trepp	President
Cr BA Ward	Deputy President
Cr W Allsopp	
Cr DP Hudson	
Cr N McMorran	
Cr AJ Metcalf	
Cr JC Sewell	

Staff:

Ms R McCall	Chief Executive Officer
Ms L Dreghorn	Executive and Governance Officer

Members of the Public: Nil

Apologies: Mr A Wooldridge, Deputy Chief Executive Officer

Approved Leave of Absence: Cr LG Hagboom

3. Public Question Time

Nil

4. Disclosure of Interest

Nil

5. Applications for Leave of Absence

5.1 December – Cr Hudson

Voting Requirements



Simple Majority



Absolute Majority

Councillor's Recommendation/Resolution

Moved: Cr Trepp

Seconded: Cr McMorran

0685 That, by Simple Majority pursuant to Section 2.25(1) of the *Local Government Act 1995*, Councillor Hudson be granted Leave of Absence for December.

CARRIED 7/0

6. Petitions and Presentations

Nil

7.	Confirmation of Minutes of the Previous Meeting(s)
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7.1 Ordinary Council Meeting held on 18 October 2022.

Attachment 7.1A

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/ Resolution – 7.1

Moved: Cr Hudson

Seconded: Cr Metcalf

0686

That, by Simple Majority pursuant to Sections 5.22(2) and 3.18 of the *Local Government Act 1995*, the Minutes of the Ordinary Council Meeting held 18 October 2022, as presented in Attachment 7.1A, be confirmed as a true and correct record of proceedings.

CARRIED 7/0

8.	Minutes of Committee Meeting(s) to be Received
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Nil

9.	Recommendations from Committee Meetings for Council Consideration
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Nil

10.	Announcements by the President Without Discussion
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Nil

11. OFFICER'S REPORTS - CORPORATE AND COMMUNITY SERVICES

11.1 Financial Activity Statements

<div>Corporate and Community Services</div>		
Date:	11 November 2022	
Location:	Not Applicable	
Responsible Officer:	Aaron Wooldridge, Deputy Chief Executive Officer	
Author:	As above	
Legislation:	<i>Local Government Act 1995; Local Government (Financial Management) Regulations 1996</i>	
SharePoint Reference:	Organisation / Financial Management / Reporting / Financial Statements / 2022-2023 Monthly Financial Statements	
Disclosure of Interest:	Nil	
Attachments:	Attachment 11.1A - October Financial Activity Statement	

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This item presents the Statement of Financial Activity to Council for the period ending October 2022.

Background

Section 6.4 of the *Local Government Act 1995* requires a local government to prepare financial reports.

Regulations 34 and 35 of the *Local Government (Financial Management) Regulations 1996* set out the form and content of the financial reports, which have been prepared and are presented to Council.

Comment

In order to fulfil statutory reporting requirements and provide Council with a synopsis of the Shire of Dowerin's overall financial performance on a year-to-date basis, the following financial information is included in the Attachment.

Statements of Financial Activity - Statutory Reports by Program and Nature or Type

The Statements of Financial Activity provide details of the Shire's operating revenues and expenditures on a year-to-date basis. The reports further include details of non-cash adjustments and capital revenues and expenditures, to identify the Shire's net current position.

Note 1 - Statement of Financial Activity

Notes supporting the Statement of Financial Activity by Program and by Nature and Type.

Note 2 - Cash and Financial Assets

This note provides Council with the details of the actual amounts in the Shire's bank accounts and/or investment accounts as at the reporting date.

Note 3 - Receivables

This note provides Council with both Rates Receivables and General Receivables outstanding as at the reporting date. This report has been expanded to further break down the detail of General Receivables.

Note 4 – Other Current Assets

This note provides details of other current assets that the Shire may hold.

Note 5 – Payables

This note provides details of Shire payables unpaid as at the reporting date. This Note is new to the financial statements.

Note 6– Rate Revenue

This note provides details of rates levied during the year.

Note 7 – Disposal of Assets

This note gives details of the capital asset disposals during the year.

Note 8– Capital Acquisitions

This note details the capital expenditure program for the year.

Note 9 –Borrowings

This note shows the Shire's current debt position and lists all borrowings.

Note 10 – Cash Backed Reserves

This note provides summary details of transfers to and from reserve funds, and associated interest earnings on reserve funds, on a year-to-date basis.

Note 11 – Other Current Liabilities

This note outlines any provisions the Shire has on hand relative to other current liabilities.

Note 12 – Operating Grants and Contributions Received

This note provides information on operating grants received.

Note 13 – Non-Operating Grants and Contributions Received

This note provides information on non-operating grants received.

Note 14 – Explanation of Material Variances

Council adopted (in conjunction with the Annual Budget) a material reporting variance threshold of 10% or \$10,000, whichever is the greater. This note explains the reasons for any material variances identified in the Statements of Financial Activity at the end of the reporting period.

Consultation

Rebecca McCall, Chief Executive Officer

Aaron Wooldridge, Deputy Chief Executive Officer

Megan Shirt, Consultant

Policy Implications

The Shire of Dowerin has a comprehensive suite of financial management policies. Finances have been managed in accordance with these policies.

Strategic Implications

Strategic Community Plan

Community Priority: Our Organisation

Objective: *We are recognised as a transparent, well governed, and effectively managed Local Government*

Outcome: 5.3

Reference: 5.3.2

Asset Management Plan

Nil

Long Term Financial Plan

Nil

Statutory Implications

Council is required to adopt monthly statements of financial activity to comply with Regulation 34 of the *Local Government (Financial Management) Regulations 1996*.

Risk Implications

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Compliance
Risk Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls (in place)	Governance Calendar, Financial Management Framework and Legislation
Action (Treatment)	Nil
Risk Rating (after treatment)	Adequate

Timely preparation of the monthly financial statements within statutory guidelines is vital to good financial management. Failure to submit compliant reports within statutory time limits will lead to non-compliance with the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996*.

Financial Implications

Nil

4.09pm – Cr Sewell left the meeting

4.10pm – Cr Metcalf left the meeting not to return

4.12pm – Cr Sewell returned to the meeting

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/Resolution – 11.1

Moved: Cr Allsopp

Seconded: Cr Ward

0687 That Council, by Simple Majority pursuant to Regulation 34 of the *Local Government (Financial Management) Regulations 1996*, receives the statutory Financial Activity Statement report for the period October 2022, as presented in Attachment 11.1A.

CARRIED 6/0

11.2 List of Accounts Paid

<div> <div>Corporate & Community Services</div> <div>  <div> SHIRE OF DOWERIN TIN DOG TERRITORY </div> </div> </div>	
Date:	7 November 2022
Location:	Not Applicable
Responsible Officer:	Aaron Wooldridge, Deputy Chief Executive Officer
Author:	Aaron Wooldridge, Deputy Chief Executive Officer
Legislation:	<i>Local Government Act 1995; Local Government (Financial Management) Regulations 1996</i>
SharePoint Reference:	Organisation/Financial Management/Reporting/Financial Statements and Credit Cards
Disclosure of Interest:	Nil
Attachments:	Attachment 11.2A – List of Accounts Paid – October

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This Item presents the List of Accounts Paid, paid under delegated authority, for October 2022.

Background

Nil

Comment

The List of Accounts Paid as presented has been reviewed by the Deputy Chief Executive Officer.

Consultation

Rebecca McCall, CEO

Aaron Wooldridge, DCEO

Policy Implications

The Shire of Dowerin has a comprehensive suite of financial management policies. Finances have been managed in accordance with these policies. Payments have been made under delegated authority.

Strategic Implications

Strategic Community Plan

Community Priority: Our Organisation

Objective: *We are recognised as a transparent, well governed, and effectively managed Local Government*

Outcome: 5.3

Reference: 5.3.2

Asset Management Plan

Nil

Long Term Financial Plan

Nil

Statutory Implications

Regulation 12 and 13 of the *Local Government (Financial Management) Regulations 1996* requires that a separate list be prepared each month for adoption by Council showing creditors paid under delegated authority.

Risk Implications

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Compliance
Risk Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls (in place)	Governance Calendar
Action (Treatment)	Nil
Risk Rating (after treatment)	Adequate

Financial Implications

Funds expended are in accordance with Council's adopted 2022/23 Budget.

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/Resolution - 11.2

Moved: Cr Hudson

Seconded: Cr Sewell

0688

That Council, by Simple Majority pursuant to Section 6.8(1)(a) of the *Local Government Act 1995* and Regulation 12 & 13 of the *Local Government (Financial Management) Regulations 1996*, receives the report from the Chief Executive Officer on the exercise of delegated authority in relation to creditor payments from the Shire of Dowerin Municipal Fund, as presented in Attachment 11.2A, and as detailed below:

List of Accounts Paid - October 2022	
EFT10225 to EFT10366	\$766,877.11
CHQ 11001 to CHQ 11005 - printing error	\$0.00
Direct Debit: Credit Card Payment: September 2022	\$2,650.63
Direct Debit: Motopass: Fuel: October 2022	\$860.49

Direct Debits: Service charges for mobile phones	\$180.81
Direct Debit: Synergy	\$13,203.35
Direct Debit: Bank Fees	\$91.08
Direct Debit: Water Corporation	\$8,881.32
Direct Debit: WA Treasury - Loan repayments	\$36,438.86
PPE Oct 2022 - Wages	\$38,644.59
PPE Oct 2022 - Wages	\$40,306.70
TOTAL	\$908,135.35

CARRIED 6/0

12. OFFICER'S REPORTS – GOVERNANCE AND COMPLIANCE

12.1 Policy Manual Review – Policy 1.7 – Council Meetings

<h1>Governance & Compliance</h1>		 <p>SHIRE OF DOWERIN TIN DOG TERRITORY</p>
Date:	3 November 2022	
Location:	Not Applicable	
Responsible Officer:	Rebecca McCall, Chief Executive Officer	
Author:	Linley Dreghorn, Executive & Governance Officer	
Legislation:	<i>Local Government Act 1995; Local Government (Administration) Regulations 1996; Local Government (Rules of Conduct) Regulations 1996; Code of Conduct</i>	
SharePoint Reference:	Organisation/Governance/Council Policies	
Disclosure of Interest:	Nil	
Attachments:	Attachment 12.1A – Policy 1.7 – Council Meetings	

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This Item presents the reviewed Policy 1.7 – Council Meetings to Council for consideration and, if satisfactory, adoption.

Background

At its November 2019 meeting Council considered a major review of the 2007 Policy Manual where a significant portion of the manual was rescinded. One of the sections recommended to be retained at that time related to Council itself. The purpose of this was to enable a full review of the policies to be undertaken with the aim to develop an up to date and relevant suite of policies relating to Council and Council Members. This review resulted in the Policy manual currently utilised by the Shire.

Comment

The results of the review propose some amendments to the policies contained within the current Policy Manual. These are included as an Attachment.

The amendments are written in red text, with the strikethrough text showing the proposed deletions. Black text indicates the wording currently contained in the policy. Further comment on the amendments is detailed below:

Policy	Comment
Council Meetings	<p>This policy provides clarity and guidance on the Council meeting dates and times. It essentially formalises the arrangements currently in place.</p> <p>A document control box has also been introduced and as policies are reviewed will be applied to all policies.</p>

Consultation

Council Workshop 18 October 2022

Policy Implications

The current Policy Manual will be updated accordingly, should Council resolve to adopt the proposed amendments.

Strategic Implications

Strategic Community Plan

Community Priority: Our Organisation

Objective: *We are recognised as a transparent, well governed, and effectively managed Local Government*

Outcome: 5.3

Reference: 5.3.2

Asset Management Plan

Nil

Long Term Financial Plan

Nil

Statutory Implications

Section 2.7 of the *Local Government Act 1995* stipulates that the role of Council is to determine policies.

Risk Implications

The implications to Council on amending the policy is considered low risk.

Financial Implications

Nil

Voting Requirements



Simple Majority



Absolute Majority

Officers Recommendation/Resolution – 12.1

Moved: Cr Trepp

Seconded: Cr Hudson

0689

That, by Simple Majority in accordance with Section 2.7 of the *Local Government Act 1995*, Council adopts the amended Policy 1.7 – Council Meetings, as presented in Attachment 12.1A.

CARRIED 6/0

12.2 2023 Ordinary Council Meeting Dates

Governance & Compliance



Date:	24 October 2022
Location:	Not applicable
Responsible Officer:	Rebecca McCall, Chief Executive Officer
Author:	Linley Dreghorn, Executive & Governance Officer
Legislation:	<i>Local Government Act 1995</i>
SharePoint Reference:	Organisation/Governance/Council Meetings
Disclosure of Interest:	Nil
Attachments:	Nil

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This Item presents the proposed dates for the 2023 Ordinary Council Meetings (OCM) to Council for consideration and, if satisfactory, adoption.

Background

In accordance with Regulation 12 of the *Local Government (Administration) Regulations 1996* and Policy 1.7 – Council Meetings, at least once each year a local government is to give local public notice of the dates, times and place at which the Ordinary Meetings of Council are to be held in the next 12 months.

As such, the Shire of Dowerin is required to advertise the meeting dates for the Ordinary Meetings of Council for 2023.

Comment

Since November 2019, Council's Ordinary Meetings have been held on the third Tuesday of the month commencing at 2.00pm. During 2022 Council decided to trial separating Workshop and the OCM to allow for more robust discussions. During the months of harvest, it was decided that Council would combine both meeting on the same date to reduce the time constraints on Councillors.

Management proposes for 2023 that during the months for seeding and harvest that the two meetings are again combined and for the off months convert back to separate meetings.

Month	Workshop	OCM (4pm start)
January	No meeting	No meeting
February	7th	21st
March	7th	21st
April	4th	18th
May	Workshops commence at 2pm - 16th	

June	Workshops commence at 2pm - 20th	
July	4th	18th
August	1st	15th
September	5th	19th
October	Workshops commence at 2pm - 17th	
November	Workshops commence at 2pm - 21st	
December	Workshops commence at 2pm - 19th	

Easter 2023 is on Friday 7 April 2022 to Monday 10 April 2023 hence the Workshop and Ordinary Council Meeting will not be affected.

Conducting the Ordinary Meetings of Council on the third Tuesday also avoids conflict with the Field Days therefore, in accordance with Council Policy 1.7 – Council Meetings.

Consultation

Rebecca McCall, Chief Executive Officer
Aaron Wooldridge, Deputy Chief Executive Officer
Linley Dregghorn, Executive & Governance Officer
Council Workshop, 18 October 2022

Policy Implications

Policy 1.7 – Council Meetings is applicable. The Policy states:

“Ordinary Meetings of Council shall be held on the third Tuesday of each month commencing at 4.00pm.

In accordance with Regulation 12 of the Local Government (Administration) Regulations 1996 the Chief Executive Officer is to present an Item to Council no later than December each year requesting Council confirm the dates for the Ordinary Meetings of Council for the following year.

When considering the Ordinary Meetings of Council dates for the following year, Council will make a determination on whether or not to conduct a meeting in January.”

Should Council wish to change the date or time of its Ordinary Council Meetings, the Policy will also require a review.

Strategic Implications

Strategic Community Plan

Community Priority: Our Organisation

Objective: *We are recognised as a transparent, well governed, and effectively managed Local Government*

Outcome: 5.3

Reference: 5.3.2

Asset Management Plan

Nil

Long Term Financial Plan

Nil

Statutory Implications

Regulation 12 of the *Local Government (Administration) Regulations 1996* is applicable and states:

“12. Meetings, public notice of (Act s. 5.25(1)(g))

- (1) *At least once each year a local government is to give local public notice of the dates on which and the time and place at which –*

- (a) *the ordinary council meetings; and*
- (b) *the committee meetings that are required under the Act to be open to members of the public or that are proposed to be open to members of the public,*
- are to be held in the next 12 months.*
- (2) *A local government is to give local public notice of any change to the date, time or place of a meeting referred to in subregulation (1).*
- (3) *Subject to subregulation (4), if a special meeting of a council is to be open to members of the public then the local government is to give local public notice of the date, time, place and purpose of the special meeting.*
- (4) *If a special meeting of a council is to be open to members of the public but, in the CEO's opinion, it is not practicable to give local public notice of the matters referred to in subregulation (3), then the local government is to give public notice of the date, time, place and purpose of the special meeting in the manner and to the extent that, in the CEO's opinion, is practicable."*

Risk Implications

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Compliance
Risk Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls (in place)	Governance Management Framework
Action (Treatment)	Document Governance Framework
Risk Rating (after treatment)	Adequate

Financial Implications

Funds are included in the 2022/23 Budget to cover any costs associated with conducting Council Meetings, and to advertise and promote the dates of Ordinary Council Meetings.

Voting Requirements



Simple Majority



Absolute Majority

Officers Recommendation/Resolution – 12.2

Moved: Cr Ward

Seconded: Cr Allsopp

0690

That, in accordance with Regulation 12(1) of the *Local Government (Administration) Regulations 1996*, Council resolves to conduct its 2023 Ordinary Meetings of Council, commencing at 4.00pm, on the following dates:

January – No Meeting	Tuesday 16 May 2023	Tuesday 19 September 2023
Tuesday 21 February 2023	Tuesday 20 June 2023	Tuesday 17 October 2023
Tuesday 21 March 2023	Tuesday 18 July 2023	Tuesday 21 November 2023
Tuesday 18 April 2023	Tuesday 15 August 2023	Tuesday 19 December 2023

CARRIED 6/0

12.3 Integrated Strategic Plan Reporting - Quarterly Monitoring Review - October 2022

<h1>Governance & Compliance</h1>		 <p>SHIRE OF DOWERIN TIN DOG TERRITORY</p>
Date:	24 October 2022	
Location:	Not Applicable	
Responsible Officer:	Rebecca McCall, CEO	
Author:	As Above	
Legislation:	<i>Local Government Act 1995</i>	
SharePoint Reference:	Corporate Management/Reporting/Integrated Planning & Reporting Quarterly Monitoring Review	
Disclosure of Interest:	Nil	
Attachments:	Attachment 12.3A - Integrated Strategic Plan - Quarterly Monitoring Review - October 2022	

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This Item presents the Integrated Strategic Plan & Reporting (ISP) Quarterly Monitoring Review for October 2022 to Council for consideration and, if satisfactory, adoption.

Background

The Shire of Dowerin has embedded an IPR into the “business as usual” of the organisation and have achieved a good standard of practice. This document sets out the key points of the IPR cycle.

A major Strategic Review is undertaken every four years and is aligned with electoral cycles. The Shire of Dowerin’s second major Strategic Review was carried out in 2020/21 with the new year 1 being 2021/22. The major review integrated the Strategic Community Plan and Corporate Business Plan and this form the elements of the IPR Framework.

Comment

The ISP is reviewed in May each year, in conjunction with the annual budget deliberation process, with reporting on operational progress quarterly, ensuring that the Shire of Dowerin is working towards implementation and achievement.

It is important for the Shire to be able to measure and monitor success of initiatives to deliver on the strategies and aspirations detailed in the ISP. The Shire of Dowerin is committed to reviewing internal and external reporting mechanisms to ensure the organisation is aligning its priorities and delivering on its commitments.

Progress reporting is carried out quarterly utilising the traffic light system to identify progress against identified priorities detailed in the ISP. The quarterly report is to be shared via a Council Item and on the Shire website. In addition, results will be formerly communicated to the community annually via the legislated end of year financial year Annual Report.

The Integrated Strategic Plan Quarterly Monitoring Review - October 2022 is presented to Council for its perusal.

In this review a traffic light colour system has been implemented to indicate progress.

Red = not commenced, Amber = In progress and Green = completed.

The quarterly update comment has been updated. Council should refer to this for the up-to-date status.

Consultation

Nil

Policy Implications

Nil

Statutory Implications

Section 5.56(1) of the *Local Government Act 1995* requires all local governments to produce plans for the future. The IPR Framework was introduced in Western Australia as part of the State Government's Local Government Reform Program.

Strategic Implications

Strategic Community Plan

Community Priority: Our Organisation

Objective: We are recognised as a transparent, well governed, and effectively managed Local Government

Outcome: 5.3

Reference: 5.3.1

Asset Management Plan

Identified strategies and key actions will impact on the Asset Management Plan. Annual reviews of the Asset Management Plan will accommodate aligned strategies and key actions.

Long Term Financial Plan

Identified strategies and key actions will impact on the Long-Term Financial Plan. Annual reviews of the Long-Term Financial Plan will accommodate aligned strategies and key actions.

Risk Implications

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Compliance
Risk Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls (in place)	Governance Framework
Action (Treatment)	Document Governance Framework
Risk Rating (after treatment)	Adequate

Financial Implications

There are financial implications to Council in relation to this item as the IPR Suite of Plans recognise outcomes. Identified outcomes from the IPR Suite of Plans are factored into the Council's Strategic Resource Plan 2018-2028.

Voting Requirements



Simple Majority



Absolute Majority

Officers Recommendation/Resolution – 12.3

Moved: Cr Hudson

Seconded: Cr McMorran

0691

That Council, by Simple Majority, in accordance with Section 5.56(1) of the *Local Government Act 1995*, receives the Integrated Strategic Plan - Quarterly Monitoring Review – October 2022, as presented in Attachment 12.3A.

CARRIED 6/0

12.4 Risk Dashboard Quarterly Report – September 2022

<h1>Governance & Compliance</h1>		 <p>SHIRE OF DOWERIN TIN DOG TERRITORY</p>
Date:	5 November 2022	
Location:	Not Applicable	
Responsible Officer:	Rebecca McCall, Chief Executive Officer	
Author:	As Above	
Legislation:	<i>Local Government Act 1995</i>	
Sharepoint Reference:	Compliance/Risk Management/Reporting	
Disclosure of Interest:	Nil	
Attachments:	<u>Attachment 12.4A</u> - Risk Dashboard Quarterly Report – September 2022	

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This Item presents the Risk Dashboard Quarterly Review to Council for consideration and, if satisfactory, adoption.

Background

The Shire of Dowerin's Risk Management Policy, in conjunction with the Risk Management Framework, sets out the Shire's approach to the identification, assessment, management and monitoring of risks.

Appropriate governance of risk management within the Shire provides:

1. Transparency of decision making;
2. Clear identification of the roles and responsibilities of the risk management functions; and
3. An effective governance structure to support the Risk Management Framework.

The Audit & Risk Committee has a role to play and its responsibilities include:

1. Regular review of the appropriate and effectiveness of the Risk Management Framework;
2. Support Council to provide effective corporate governance;
3. Oversight of all matters that relate to the conduct of external audits; and
4. Must be independent, objective and autonomous in deliberations.

It is essential to monitor and review the management of risks as changing circumstances may result in some risks increasing or decreasing in significance. By regularly reviewing the effectiveness and efficiency of controls and appropriateness of treatment/action options selected, it can be determined if the organisation's resources are being put to the best use possible. During the quarterly reporting process, management are required to review any risks within their area and follow up controls and treatments/actions that are mitigating those risks.

Comment

The reviewed Risk Dashboard is included as an Attachment for Council's perusal and comment. Due to no Audit and Risk Committee meeting schedule until after the End of Year Financials have been received, the Risk Dashboard will be presented at the next Audit and Risk Committee meeting for noting.

The following comments against current actions are noted:

Asset Management

Action: Revaluation of sewerage assets

Comment: Draft Report provided to management for comment (5 year revalue cycle)

Action: Implement New Fuel Stock Control System

Comment: Partially completed; fuel pods will be installed into new fleet

Action: Revaluation of Land & Buildings

Comment: Revalue cycle every 5 years in accordance with FM Regulations

Action: Review of Long-Term Financial Plan

Comment: Progressing, Draft reviewed LTFP currently linking; data needs to be cross referenced

KPI: Asset Renewal Funding Ratio Result 92%, worsening

KPI: Asset Consumption Ratio Result 59%, worsening

KPI: Asset Sustainability Ratio Result 69%, worsening

KPI: Accidents/Damage to Property Result 10 for quarter, improving

Business Disruption

Action: Development of IT Disaster Recovery Plan

Comment: Deferred until DCEO has reviewed IT Systems and Controls

KPI: LEMC meetings 2, worsening

KPI: LEM annual exercise 1, improving

Compliance

Action: Review of Long-Term Financial Plan

Comment: Progressing, Cross referencing data in the LTFP

Action: Review of Information Management System

Comment: Progressing, extended completion to December to provide the DCEO time to carry out review

Action: End of Financial Audit – Prepare

Comment: Financials prepared and currently with Auditors

KPI: Financial Management System Review (Every 3 years)

Comment: Scheduled to commence 21-24 November with external contractor

KPI: CEO Regulation 17 Review (Every 3 years)

Comment: Scheduled to be undertaken in December 2022 – inhouse

KPI: Regulation 53 of Building Regulations 2021 (pool Inspections)

Comment: Inspections scheduled for 24 November 2022

Document Control

Action: Review SharePoint System

Comment: Progressing; Consultant engaged to implement stage 1

Employment Practices

Action: Review of Staff Induction process

Comment: Review progressing.

Action: Develop Health & Wellbeing Plan

Comment: Draft program progressing

Action: Review Workforce Plan

Comment: Carry out review once organisation re-structure is finalised

KPI: Absenteeism Personal Leave (greater than 10 days per FTE)

Comment: Rated for the 2021/22 with a result of 32%; leave policy introduced to improve rating

KPI: Absenteeism Unpaid Leave (greater than 0 days per FTE)

Comment: Rated for the 2021/22 with a result of 41%; leave policy introduced to improve rating

KPI: Employee Turnover (% Turnover of Permanent Staff)

Comment: KPI to be reviewed to consider tolerance and measure

Engagement Practices

Action: Review Community Complaints, Feedback & Request Handling Process

Comment: Second review required to streamline process, due December 2022

Action: Review Process for Customer Response Requests

Comment: Conduct second review and align with complaints handling process

Environmental Management

Action: Address Compliance of Waste Water Re-Use

Comment: Recycled Water Quality Management Plan in draft

Management of Facilities/Venues/Events

Action: Develop Event Management Framework

Comment: EMP in place, framework ongoing, extended due date to December 2022

Action: Public Buildings Inspected Annually for Compliance

Comment: Inspections commenced; EHO on site 24 November.

IT and Communication Systems

Action: Document IT Infrastructure Replacement Program

Comment: To be developed prior to December 2022

Safety and Security Practices

Action: Assess Shire Building and Facility Safety and Security

Comment: Scheduled for November

Action: Develop Isolated Worker Management Procedure

Comment: Policy signed off, yet to prepare procedure

Action: Conduct Annual BCP and LEMC Drills

Comment: LEMC Drill completed June 2022; BCP drill due December 2022

It is planned to consider strategic financial management risks and identify key controls and treatments for inclusion into the risk dashboard.

Consultation

Rebecca McCall, Chief Executive Officer

Aaron Wooldridge, Deputy Chief Executive Officer

Linley Dreghorn, Executive & Governance Officer

Policy Implications

Policy 2.2 - Risk Management Policy is applicable.

Strategic Implications

Strategic Community Plan

Community Priority: Our Organisation

Objective: We are recognised as a transparent, well governed, and effectively managed Local Government

Outcome: 5.3

Reference: 5.3.1

Asset Management Plan

Identified key controls and actions associated with asset management are factored into the Asset Management Plan.

Long Term Financial Plan

Identified key controls and actions associated with financial management are factored into the Long Term Financial Plan.

Statutory Implications

The *Local Government Act 1995* and Regulations 16 and 17 of the *Local Government (Audit) Regulations* are applicable.

Risk Implications

The Shire of Dowerin has adopted a 'Three Lines of Defence' model for the management of risk. This model ensures roles, responsibilities and accountabilities for decision making are structured to demonstrate effective governance and assurance. By operating within the approved risk appetite and framework, Council, management and the community will have assurance that risks are managed effectively to support the delivery of the strategic, corporate and operational plans.

Financial Implications

Many of the actions required to manage the risks identified will require resourcing and are being progressed within the current budget allocations.

Voting Requirements



Simple Majority



Absolute Majority

Officers Recommendation/Resolution – 12.4

Moved: Cr Trepp

Seconded: Cr McMorran

0692 That, by Simple Majority, in accordance with Regulations 16 and 17 of the *Local Government (Audit) Regulations 1996*, Council adopts the quarterly Risk Dashboard Quarterly Report – September 2022, as presented in Attachment 12.4A.

CARRIED 6/0

13. OFFICER'S REPORTS – WORKS AND ASSETS

Nil

14. Urgent Business Approved by the Person Presiding or by Decision

Nil

15. Elected Members' Motions

15.1 National Postal Saving Bank

15.1 National Postal Saving Bank

Elected Members Motion



Date:	7 November 2022
Location:	Not Applicable
Responsible Officer:	
Author:	Linley Dreghorn, Executive & Governance Officer
Legislation:	Local Government Act 1995
SharePoint Reference:	
Disclosure of Interest:	Nil
Attachments:	Attachment 15.1A – Email Correspondence from Melissa Harrison

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This Item presents to Council a request from the Australian Citizens Party regarding the establishment of a national Postal Savings Bank and, if satisfactory, endorsement.

Background

As discussed at the October Workshop, Councillors received an email from Melissa Harrison, who introduces herself as a researcher and reporter for the Australian Alert Service, the weekly magazine of the Australian Citizens Party.

The correspondence (attached) speaks about the “steady erosion of banking services in regional and rural Australia”, and details the following:

Access to local banking services is critical in our regional communities. With the banks pulling out of regional Australia at a record pace, the public is increasingly relying on Australia Post to provide banking services. However, Australia Post is too vulnerable to the whims of the government of the day and commercial decisions from the Big Four banks.....

Alarming, there are no written guarantees that the banking deal with the Licensed Post Offices will continue. The LPOs are vulnerable to the banks pulling out unexpectedly, leaving them where they were before the Bank@Post deal—on the edge of bankruptcy and being exploited by the government and the banks. The big banks are already throwing their weight around by charging exorbitant fees for their customers who want to bank

through Australia Post. Without the banking services provided by Australia Post, many parts of regional Australia would not have access to banking at all.

We are calling on local councils and organisations to ask them to join us in fighting for federal legislation to create a Commonwealth Postal Savings Bank. A public postal savings bank will guarantee banking services at Australia Post and support the Licensed Post Offices to provide financial services for regional and rural Australians.

We have drafted legislation for a public postal bank, the Commonwealth Postal Savings Bank Bill 2021.

Comment

The correspondence seeks Councils to support the bill, and provided a suggested resolution as follows;

1. *The Council notes that:*
 - *Bank branch and ATM closures are leaving many communities without access to financial services, especially in regional Australia;*
 - *Since 1975 the number of bank branches in regional Australia has fallen by more than 60 per cent, and there are more than 1,500 communities across Australia with no bank branches at all;*
 - *A large proportion of the population, including the elderly, disabled, small businesses, and local schools and charities, will always have a need for face-to-face financial services, despite advances in technology;*
 - *For hundreds of communities, their only access to cash and financial services is through Bank@Post at their local post office;*
 - *Bank@Post is an essential service to all communities, but is vulnerable to commercial decision-making by the banks, which can choose to withdraw their participation, and charge excessive fees on transactions;*
 - *With four major banks controlling 80 per cent of the financial system, Australian consumers suffer from a lack of real banking competition;*
2. *The Council calls on the Commonwealth Parliament to pass the Commonwealth Postal Savings Bank Bill to establish a post office people's bank, fully guaranteed by the Commonwealth, as a dedicated postal savings bank, operating exclusively through Australia Post's corporate and licensed post offices, which will ensure basic banking services— including deposit-taking, business and personal lending, and access to cash—are available to all Australians, and will contribute to Australia's national economic development.*
3. *The Council will write to the Local State and Federal Members of Parliament, to inform them of Councils desire to support the passage of the Commonwealth Postal Savings Bank Bill through Parliament.*

As requested by Council, the resolution is provided for their consideration.

Consultation

Council Workshop, October 2022

Policy Implications

Nil

Statutory Implications

Nil

Strategic Implications

Strategic Community Plan

Community Priority: Our Community

Objective: We live in a diverse, healthy, and connected community

Outcome: 1.1

Reference: 1.1.1

Asset Management Plan

Nil

Long Term Financial Plan

Nil

Risk Implications

There is no risk implications for this motion.

Financial Implications

Nil

Voting Requirements

☒ Simple Majority

☐ Absolute Majority

Members' Recommendation/Resolution – 15.1

Moved: Cr Trepp

Seconded: Cr Hudson

0693 That with regard to the Elected Members' Motion – National Postal Saving Bank:

1. The Council notes that:

- *Bank branch and ATM closures are leaving many communities without access to financial services, especially in regional Australia;*
- *Since 1975 the number of bank branches in regional Australia has fallen by more than 60 per cent, and there are more than 1,500 communities across Australia with no bank branches at all;*
- *A large proportion of the population, including the elderly, disabled, small businesses, and local schools and charities, will always have a need for face-to-face financial services, despite advances in technology;*
- *For hundreds of communities, their only access to cash and financial services is through Bank@Post at their local post office;*
- *Bank@Post is an essential service to all communities, but is vulnerable to commercial decision-making by the banks, which can choose to withdraw their participation, and charge excessive fees on transactions;*
- *With four major banks controlling 80 per cent of the financial system, Australian consumers suffer from a lack of real banking competition;*

2. The Council calls on the Commonwealth Parliament to pass the Commonwealth Postal Savings Bank Bill to establish a post office people's bank, fully guaranteed by the Commonwealth, as a dedicated postal savings bank, operating exclusively through Australia Post's corporate and licensed post offices, which will ensure basic banking services— including deposit-taking, business and personal lending, and access to cash—are available to all Australians, and will contribute to Australia's national economic development.

3. The Council will write to the Local State and Federal Members of Parliament, to inform them of Councils desire to support the passage of the Commonwealth Postal Savings Bank Bill through Parliament.

CARRIED 6/0

16.	Matters Behind Closed Doors
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Nil

17.	Closure
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The President thanked those in attendance and declared the meeting closed at 4.44pm.



MINUTES

Ordinary Council Meeting

Held in Council Chambers
13 Cottrell Street, Dowerin WA 6461
Tuesday 18 October 2022



ABN: 35 939 977 194

P (08) 9631 1202 E dowshire@dowerin.wa.gov.au
13 Cottrell Street, Dowerin WA 6461

 www.dowerin.wa.gov.au

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Shire of Dowerin
Ordinary Council Meeting
Tuesday 18 October 2022



1. Official Opening / Obituaries

The President welcomes those in attendance and declares the Meeting open at 4.02pm. In opening the meeting, the CEO, Management and Councillors acknowledged the passing of Dowerin Resident Nola Maxwell with a minute silence.

2. Record of Attendance / Apologies / Leave of Absence

Councillors:

Cr RI Trepp	President
Cr BA Ward	Deputy President
Cr W Allsopp	
Cr LG Hagboom	
Cr DP Hudson	
Cr AJ Metcalf	
Cr N McMorran	

Staff:

Ms R McCall	Chief Executive Officer
Mr A Wooldridge	Deputy Chief Executive Officer
Ms L Dreghorn	Executive and Governance Officer

Members of the Public: Nil

Apologies: Cr JC Sewell

Approved Leave of Absence: Nil

3. Public Question Time

Nil

4. Disclosure of Interest

Confidential Item 16.1 - Financial Interest - Cr BA Ward

5. Applications for Leave of Absence

Cr Hagboom - November and December

Voting Requirements



Simple Majority



Absolute Majority

Councillor's Recommendation/Resolution

Moved: Cr Trepp

Seconded: Cr Hudson

0671 That, by Simple Majority pursuant to Section 2.25(1) of the *Local Government Act 1995*, Councillor Hagboom be granted Leave of Absence for November and December.

CARRIED 7/0

6.	Petitions and Presentations
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Nil

7.	Confirmation of Minutes of the Previous Meeting(s)
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7.1 Ordinary Council Meeting held on 20 September 2022.

Attachment 7.1A

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/ Resolution – 7.1

Moved: Cr Hudson

Seconded: Cr Ward

0672 That, by Simple Majority pursuant to Sections 5.22(2) and 3.18 of the *Local Government Act 1995*, the Minutes of the Ordinary Council Meeting held 20 September 2022, as presented in Attachment 7.1A, be confirmed as a true and correct record of proceedings.

CARRIED 7/0

8.	Minutes of Committee Meeting(s) to be Received
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8.1 LEMC meeting held on 20 September 2022

Attachment 8.1A

8.2 NEWROC Council meeting held on 27 September 2022

Attachment 8.2A

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/ Resolution – 8.1 and 8.2

Moved: Cr McMorran

Seconded: Cr Allsopp

0673 That, by Simple Majority pursuant to Sections 5.22(2) and 3.18 of the *Local Government Act 1995*, the Minutes of the LEMC Meeting held 20 September 2022, as presented in Attachment 8.1A, and the NEWROC Council Meeting held 27 September 2022, as presented in Attachment 8.2A, be received by Council.

CARRIED 7/0

9.	Recommendations from Committee Meetings for Council Consideration
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Nil

10.	Announcements by the President Without Discussion
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Nil

11. OFFICER'S REPORTS - CORPORATE AND COMMUNITY SERVICES

11.1 Financial Activity Statements

<div>Corporate and Community Services</div>		
Date:	11 October 2022	
Location:	Not Applicable	
Responsible Officer:	Aaron Wooldridge, Deputy Chief Executive Officer	
Author:	As above	
Legislation:	<i>Local Government Act 1995; Local Government (Financial Management) Regulations 1996</i>	
SharePoint Reference:	Organisation / Financial Management / Reporting / Financial Statements / 2022-2023 Monthly Financial Statements	
Disclosure of Interest:	Nil	
Attachments:	Attachment 11.1A – September Financial Activity Statement	

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This item presents the Statement of Financial Activity to Council for the period ending September 2022.

Background

Section 6.4 of the *Local Government Act 1995* requires a local government to prepare financial reports.

Regulations 34 and 35 of the *Local Government (Financial Management) Regulations 1996* set out the form and content of the financial reports, which have been prepared and are presented to Council.

Comment

In order to fulfil statutory reporting requirements and provide Council with a synopsis of the Shire of Dowerin's overall financial performance on a year-to-date basis, the following financial information is included in the Attachment.

Statements of Financial Activity – Statutory Reports by Program and Nature or Type

The Statements of Financial Activity provide details of the Shire's operating revenues and expenditures on a year-to-date basis. The reports further include details of non-cash adjustments and capital revenues and expenditures, to identify the Shire's net current position.

Note 1 – Statement of Financial Activity

Notes supporting the Statement of Financial Activity by Program and by Nature and Type.

Note 2 – Cash and Financial Assets

This note provides Council with the details of the actual amounts in the Shire's bank accounts and/or investment accounts as at the reporting date.

Note 3 – Receivables

This note provides Council with both Rates Receivables and General Receivables outstanding as at the reporting date. This report has been expanded to further break down the detail of General Receivables.

Note 4 – Other Current Assets

This note provides details of other current assets that the Shire may hold.

Note 5 – Payables

This note provides details of Shire payables unpaid as at the reporting date. This Note is new to the financial statements.

Note 6– Rate Revenue

This note provides details of rates levied during the year.

Note 7 – Disposal of Assets

This note gives details of the capital asset disposals during the year.

Note 8– Capital Acquisitions

This note details the capital expenditure program for the year.

Note 9 –Borrowings

This note shows the Shire's current debt position and lists all borrowings.

Note 10 – Cash Backed Reserves

This note provides summary details of transfers to and from reserve funds, and associated interest earnings on reserve funds, on a year-to-date basis.

Note 11 – Other Current Liabilities

This note outlines any provisions the Shire has on hand relative to other current liabilities.

Note 12 – Operating Grants and Contributions Received

This note provides information on operating grants received.

Note 13 – Non-Operating Grants and Contributions Received

This note provides information on non-operating grants received.

Note 14 – Explanation of Material Variances

Council adopted (in conjunction with the Annual Budget) a material reporting variance threshold of 10% or \$10,000, whichever is the greater. This note explains the reasons for any material variances identified in the Statements of Financial Activity at the end of the reporting period.

Consultation

Rebecca McCall, Chief Executive Officer

Aaron Wooldridge, Deputy Chief Executive Officer

Megan Shirt, Consultant

Policy Implications

The Shire of Dowerin has a comprehensive suite of financial management policies. Finances have been managed in accordance with these policies.

Strategic Implications

Strategic Community Plan

Community Priority: Our Organisation

Objective: *We are recognised as a transparent, well governed, and effectively managed Local Government*

Outcome: 5.3

Reference: 5.3.2

Asset Management Plan

Nil

Long Term Financial Plan

Nil

Statutory Implications

Council is required to adopt monthly statements of financial activity to comply with Regulation 34 of the *Local Government (Financial Management) Regulations 1996*.

Risk Implications

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Compliance
Risk Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls (in place)	Governance Calendar, Financial Management Framework and Legislation
Action (Treatment)	Nil
Risk Rating (after treatment)	Adequate

Timely preparation of the monthly financial statements within statutory guidelines is vital to good financial management. Failure to submit compliant reports within statutory time limits will lead to non-compliance with the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996*.

Financial Implications

Nil

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/Resolution – 11.1

Moved: Cr Trepp


Seconded: Cr Hudson

0674

That Council, by Simple Majority pursuant to Regulation 34 of the *Local Government (Financial Management) Regulations 1996*, receives the statutory Financial Activity Statement report for the period September 2022, as presented in Attachment 11.1A.

CARRIED 7/0

11.2 List of Accounts Paid

<div> <div>Corporate & Community Services</div> <div>  <div> SHIRE OF DOWERIN TIN DOG TERRITORY </div> </div> </div>	
Date:	11 October 2022
Location:	Not Applicable
Responsible Officer:	Aaron Wooldridge, Deputy Chief Executive Officer
Author:	Aaron Wooldridge, Deputy Chief Executive Officer
Legislation:	<i>Local Government Act 1995; Local Government (Financial Management) Regulations 1996</i>
SharePoint Reference:	Organisation/Financial Management/Reporting/Financial Statements and Credit Cards
Disclosure of Interest:	Nil
Attachments:	Attachment 11.2A – List of Accounts Paid – August Attachment 11.2B – List of Accounts Paid – September

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This Item presents the List of Accounts Paid, paid under delegated authority, for August and September 2022.

Background

Nil

Comment

The List of Accounts Paid as presented has been reviewed by the Deputy Chief Executive Officer.

Consultation

Rebecca McCall, CEO

Aaron Wooldridge, Deputy Chief Executive Officer

Policy Implications

The Shire of Dowerin has a comprehensive suite of financial management policies. Finances have been managed in accordance with these policies. Payments have been made under delegated authority.

Strategic Implications

Strategic Community Plan

Community Priority: Our Organisation

Objective: *We are recognised as a transparent, well governed, and effectively*

managed Local Government

Outcome: 5.3

Reference: 5.3.2

Asset Management Plan

Nil

Long Term Financial Plan

Nil

Statutory Implications

Regulation 12 and 13 of the *Local Government (Financial Management) Regulations 1996* requires that a separate list be prepared each month for adoption by Council showing creditors paid under delegated authority.

Risk Implications

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Compliance
Risk Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls (in place)	Governance Calendar
Action (Treatment)	Nil
Risk Rating (after treatment)	Adequate

Financial Implications

Funds expended are in accordance with Council's adopted 2022/23 Budget.

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/Resolution – 11.2

Moved: Cr Ward

Seconded: Cr McMorran

0675

That Council, by Simple Majority pursuant to Section 6.8(1)(a) of the *Local Government Act 1995* and Regulation 12 & 13 of the *Local Government (Financial Management) Regulations 1996*, receives the report from the Chief Executive Officer on the exercise of delegated authority in relation to creditor payments from the Shire of Dowerin Municipal Fund, as presented in Attachment 11.2A and 11.2B, and as detailed below:

List of Accounts Paid – August 2022	
EFT10054 to EFT10165**	\$656,169.61
CHQ 10992 to CHQ10999	\$50,676.16

Direct Debit: Credit Card Payment: July 2022	\$701.93
Direct Debit: Motopass: Fuel: July 2022	\$977.64
Direct Debits: Superannuation Payments	\$6,794.02
Direct Debits: Service charges for mobile phones	\$1,279.78
Direct Debit: Bank Fees	\$185.53
PPE 02 Aug 2022 - Wages	\$47,340.45
PPE 16 Aug 2022 - Wages	\$47,818.96
PPE 30 Aug 2022 - Wages	\$58,527.98
TOTAL	\$870,472.06

** EFT 10078 - EFT 10086, EFT 10088, EFT 10090 - EFT 10097 and EFT 10104 was cancelled payments.

List of Accounts Paid - September 2022	
EFT10166 to EFT 10224	\$411,755.37
CHQ 11000	\$220.00
Direct Debit: Credit Card Payment: August 2022	\$3,226.85
Direct Debit: Motopass: Fuel: August 2022	\$1,047.33
Direct Debits: Superannuation Payments	\$660.65
Direct Debits: Service charges for mobile phones	\$219.92
Direct Debit: Synergy	\$2,630.61
Direct Debit: Bank Fees	\$2,124.68
Direct Debit: DOT	\$15,972.25
Direct Debit: ATO - BAS	\$48,996.00
PPE 13 Sept 2022 - Wages	\$43,177.95
PPE 27 Sept 2022 - Wages	\$40,312.47
TOTAL	\$570,344.08

CARRIED 7/0

11.3 Recalcitrant Rates Debtors – September 2022

<div>Corporate & Community Services</div> <div>  SHIRE OF DOWERIN TIN DOG TERRITORY </div>	
Date:	11 October 2022
Location:	
Responsible Officer:	Aaron Wooldridge, Deputy Chief Executive Officer
Author:	Sheldon Cox, Rates and Finance Officer
Legislation:	<i>Local Government Act 1995; Local Government (Financial Management) Regulations 1996</i>
Sharepoint Reference:	Organisation/Rates and Evaluations/Reporting/2022 Recalcitrant Rates Debtors
Disclosure of Interest:	Nil
Attachments:	Attachment 11.3A – Recalcitrant Rates Debtors

Purpose of Report

☒ Executive Decision
 ☐ Legislative Requirement

Summary

The Shire of Dowerin recalcitrant rates debtors report for September 2022 details non-pensioner assessments not paying on an arrangement, with a previous year's balance of more than \$100.

Background

It is considered best practice for Council to have less than 4% (roughly \$55,000) of the rates levied outstanding at the end of the financial year. The Council did not achieve this due to several assessments holding large debts.

Comment

As at the end of the September 2022 quarter, the Shire of Dowerin's recalcitrant list of properties shows 20 properties with outstanding rates for previous years totalling \$115,182.77. The increase is due to the outstanding rates debt at closing of the 2021/22 Financial Year and for the 2022/23 Rates Billing.

Within the 20 properties, five are included in the Estimated Credit Loss provision, to be seized and sold. The majority of the debt is due to no direct beneficiary. It is recommended to act on the process in recovering the debt for the properties with no direct beneficiaries now due to the length of time it takes to recover the debt and to reduce the list of debt for council.

Administrative processes are in place to ensure properties are updated on the rating system with correct and relevant contact details of owners that has resulted in frequent contact and payments being made.

For the September month, a total of \$943,000 of Rates were paid.

As per the Local Government Act 1995, local governments are required to recover rates. By taking no action will be a breach of the *Local Government Act 1995*.

6.57. *Non-compliance with procedure in Act not to prevent recovery of rate or service charge in proceedings by or on behalf of a local government for the recovery of an amount due in respect of a rate or service charge, failure by the local government to comply in*

respect of the rate or service charge with the provisions of this Act, is not a defence, if it appears that it had the power to impose, and did in fact assent to the imposition of, the rate or service charge.

Consultation

Sheldon Cox, Rates Officer

Tara Donnelly, Casual Rates Officer

Aaron Wooldridge, Deputy Chief Executive Officer

Lauren Marsh, Senior Account Manager - AMPAC Debt Recovery

Damian Barr, Local Government Services, AMPAC Debt Recovery

Association of Rates Officers

Troy Hancock, Legislation Officer, Department of Local Government, Sports and Cultural Industries

Policy Implications

Nil

Statutory Implications

Nil

Strategic Implications

Strategic Community Plan

Community Priority: Our Organisation

Objective: *We are recognised as a transparent, well governed, and effectively managed Local Government*

Outcome: 5.3

Reference: 5.3.2

Asset Management Plan

Nil

Long Term Financial Plan

Nil

Risk Implications

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Financial Impact
Risk Description	\$50,001 - \$200,000
Consequence Rating	Major (4)
Likelihood Rating	Likely (4)
Risk Matrix Rating	Extreme (20)
Key Controls (in place)	Financial Management Framework; Debt Recovery Procedures; Legislation
Action (Treatment)	Undertake debt recovery as per procedures and legislation
Risk Rating (after treatment)	Effective

Financial Implications

The risk implications as set out above has now increased from \$5,001 - \$50,000 to \$50,001 - \$200,000 as this is the next bracket in our risk description and our long-term outstanding debts are over \$64,000.

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/Resolution – 11.3

Moved: Cr Hudson

Seconded: Cr Allsopp

0676 That Council, by Simple Majority, receives the report of Recalcitrant Rates Debtors, as presented in Attachment 11.3A.

CARRIED 7/0

12. OFFICER'S REPORTS – GOVERNANCE AND COMPLIANCE

12.1 Review of Representation

<h1 style="color: red;">Governance & Compliance</h1>		 SHIRE OF DOWERIN <small>TIN DOG TERRITORY</small>
Date:	11 October 2022	
Location:	No applicable	
Responsible Officer:	Rebecca McCall, Chief Executive Officer	
Author:	Rebecca McCall, Chief Executive Officer	
Legislation:	<i>Local Government Act 1995</i>	
Sharepoint Reference:	Organisation/Governance/Wards/2022 Review of Representation	
Disclosure of Interest:	Nil	
Attachments:	Attachment 12.1A – Discussion Paper	

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This Item presents a proposal to reduce Councillor numbers to Council for consideration and, if satisfactory, adoption for advertising purposes.

Background

Every local government is required to conduct a review of its representation every eight years in accordance with Schedule 2.2 of the *Local Government Act 1995*. At its May 2020 Meeting Council resolved to initiate a Review of Representation and endorsed the distribution of a Discussion Paper for public consultation (CMRef 0198). After the statutory 6-week public consultation period Council considered public submissions at its August 2020 meeting and resolved to retain eight councillors (Item 11.7).

In July 2022, the Minister of Local Government announced the final package of proposed local government reforms. As part of the reforms to strengthen local democracy and increase community engagement, new requirements will be introduced to provide for:

- the introduction of optional preferential voting;
- directly elected mayors or presidents;
- councillor numbers based on population; and
- the removal of wards.

Many of the reform proposals related to council representation, are based on recent trends and are intended to provide greater consistency between districts. Accordingly, for more than half of all local governments, the reforms will not require any specific change to the size or structure of the council.

However, the reform proposals do require some local governments to:

- reduce the number of elected members on council in accordance with population thresholds;
- change from a council elected mayor or president to a directly elected mayor or president (this reform only affects band 1 and 2 local governments);

- abolish wards (for band 3 and 4 local governments with wards); or
- implement more than one of the above.

The Amendment Act will also provide the optional preferential voting to apply for all local government elections. Optional preferential voting means that all electors have the choice to number for as many or as few candidates as they wish.

Comment

The Department of Local Government, Sport and Cultural Industries (DLGSC) has identified that the Shire of Dowerin may need to reduce the number of council members under the proposed reforms.

The Act already provides that local governments may initiate proposals to change the size or structure of the council. Accordingly, DLGSC has advised of two pathways the Shire of Dowerin (the Shire) may consider for making these election transition arrangements.

Voluntary Pathway

The Shire may formulate a plan to implement these changes on a voluntary basis. This pathway will require the Shire to make the steps outlined below and could involve staging any larger changes in the number of councillors over two ordinary elections. This pathway provides the Shire with the greatest possible lead time to plan for next year's ordinary election.

If the Shire wish to undertake this process, the Shire should, by 28 October 2022:

- Advise the DLGSC of the Shire's intention to undertake a voluntary process. This advice should include a high-level plan outlining the potential changes to be implemented for the ordinary elections to be held in 2023 (and in 2025, if applicable); and
- Initiate a Representation Review to determine the specific changes to the structure of the council for the 2023 and 2025 ordinary elections, to be completed by 14 February 2023.

Reform Election Pathway

Alternatively, it is intended that the Amendment Act will provide for all changes to be implemented through reform elections in 2023. This pathway would provide that all of the Shire's council offices can be declared vacant, and existing wards can be abolished, and the number of council offices would be set based on the reform proposals.

Elections would then be held to fill all council offices, with a split between two and four year terms as might be necessary to re-establish an ordinary election cycle.

The Shire may specifically decide to follow the Reform Election Pathway.

It is also intended that the Amendment Act will contain provisions for the Reform Election Pathway to apply if the Shire:

- does not advise of the intention to follow the Voluntary Pathway; or
- decides to follow the Voluntary Pathway but does not suitably complete a Representation Review by the dates outlined.

The following steps will need to occur to allow all required local governments to meet the 30 June 2023 timeframe of publication in the Government Gazette of any proposed ward or representation review changes, ahead of the October 2023 local government elections.

All local governments should aim to have their completed reviews submitted to the Local Government Advisory Board by no later than 14 February 2023.

The proposed Act Amendment proposes based on a population of up to 5,000 to reduce number of councillors representation to a maximum of 5, 6 or 7.

It is recommended that the Shire nominates the Voluntary Pathway with the intent to commence the six-week public consultation process. To assist the public in considering the review, a Discussion Paper has been developed and is included as an Attachment.

The Discussion Paper is designed to assist the community in considering options and ideas as well as clarifying factors that will form part of the review. It is not intended to be prescriptive nor is it exhaustive. The community may consider these options and comment on them or may have alternative options that it feels should be considered by Council.

The electoral roll for the 2021 ordinary election shows the Shire of Dowerin has 8 Councillors and 466 Electors, being a Councillor/Elector ratio of 1 Councillor to each 58 Electors. The Shire does not currently have any wards.

The below tables outlined the proposed timeframes for actioning:

Action or Requirement	Due Date
Council resolves to undertake a representation review.	28 October 2022
Completion of six-week consultation period.	9 December 2022
Draft review report is prepared, considered, and adopted by Council.	20 December 2022
Formal review report is submitted to the Advisory Board	14 February 2023

Strategic Implications

Strategic Community Plan

Community Priority: Our Organisation

Objective: *We are recognised as a transparent, well governed, and effectively managed Local Government*

Outcome: 5.3

Reference: 5.3.2

Asset Management Plan

Nil

Long Term Financial Plan

Nil

Risk Implications

Risk Profiling Theme	Misconduct
Risk Category	Compliance
Risk Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls (in place)	Code of Conduct
Action (Treatment)	Review of Code of Conduct
Risk Rating (after treatment)	Adequate

Financial Implications

Minimal costs were applicable for advertising the Review which are accommodated within Council's operating expenditure.

Should Council resolve to reduce its level of representation from eight to seven Councillors, the cost of Councillors will reduce by approximately \$8,239 per annum.

There could be significant financial implications to Council in the scenario where an ordinary election is held and insufficient nominations are received for the available positions on Council. This would trigger an extra-ordinary election(s) which would cost between \$4,000-\$14,000 depending on the number of vacancies and nominations received.

4.40pm Cr Metcalf left the meeting.
4.43pm Cr Metcalf re-entered the meeting.
4.43pm Cr Allsopp left the meeting.
4.49pm Cr Allsopp re-entered the meeting.

Voting Requirements



Simple Majority



Absolute Majority

Officers Recommendation/Resolution – 12.1

Moved: Cr Hudson

Seconded: Cr Allsopp

0677 **That, by Simple Majority, in accordance with Schedule 2.2 of the *Local Government Act 1995***


- 1. Council adopts the Review of Representation Discussion Paper, as presented in Attachment 12.1A, for the purpose of conducting the statutory six-week community consultation period relating to the Review.**
- 2. The CEO notifies the Department of Local Government, Sport and Cultural Industries that the Voluntary Pathway is the nominated election transition arrangement.**

CARRIED 5/2

Against Cr Metcalf and Cr Hagboom

13. OFFICER'S REPORTS – WORKS AND ASSETS

13.1 Rescinding of Motion CMRef 0670

<h1>Asset & Works</h1>		 <p>SHIRE OF DOWERIN TIN DOG TERRITORY</p>
Date:	11 October 2022	
Location:	Not applicable	
Responsible Officer:	Rebecca McCall, Chief Executive Officer	
Author:	Linley Dreghorn, Executive & Governance Officer	
Legislation:	<i>Local Government Act 1995; Local Government (Functions & General) Regulations 1996</i>	
SharePoint Reference:	Nil	
Disclosure of Interest:	Nil	
Attachments:	Nil	

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This Item presents to Council that Part 2 of Resolution (CMRef 0670) be rescinded, and a new motion ratified.

Background

At its Ordinary Council Meeting held 20 September 2022, Council resolved to adopt the following as outlined in the Ordinary Meeting of Council 20 September 2022 Minutes as Item 13.2:

“That, in accordance with Division Two of the Local Government (Functions and General) Regulations 1996, Council resolves to:

- 1. Reject all tenders received for the Toyota Hilux and Toyota Fortuner;***
- 2. Proceed with Aberdeen Auto Auctions to purchase the Toyota Fortuner outright for the agreed value of \$48,000; and***
- 3. Proceed with Pickles Auctions to auction the Toyota Hilux with a reserve set at \$57,000.”***

Comment

Due to no response to emails and phone calls from Aberdeen Auto Auctions, the CEO decided it would be in the best interest to expediate the sale process of the vehicle by taking the Toyota Fortuner to Pickles Auction. This option does attract a \$350.00 flat fee for the disposal of the vehicle and the reserve was set as the outright purchase price offered by Aberdeen.

Consultation

Rebecca McCall, Chief Executive Officer
Aaron Wooldridge, Deputy Chief Executive Officer
Ben Forbes, Asset & Works Coordinator

Policy Implications

While Council has Policy 4.3 – Disposal of Property, this only relates to the disposal of property that is less than \$20,000 or where the property being disposed of is part of the purchase of other property for which the total consideration is less than \$75,000. Neither of those considerations are applicable in this instance.

Statutory Implications

Section 3.58 of the *Local Government Act 1995* is applicable and states:

“3.58. Disposing of property

- (1) *In this section –*
dispose includes to sell, lease, or otherwise dispose of, whether absolutely or not;
property includes the whole or any part of the interest of a local government in property, but does not include money.
- (2) *Except as stated in this section, a local government can only dispose of property to –*
 - (a) *the highest bidder at public auction; or*
 - (b) *the person who at public tender called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender.*
- (3) *A local government can dispose of property other than under subsection (2) if, before agreeing to dispose of the property –*
 - (a) *it gives local public notice of the proposed disposition –*
 - (i) *describing the property concerned; and*
 - (ii) *giving details of the proposed disposition; and*
 - (iii) *inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given;*
 - and*
 - (b) *it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.*
- (4) *The details of a proposed disposition that are required by subsection (3)(a)(ii) include –*
 - (a) *the names of all other parties concerned; and*
 - (b) *the consideration to be received by the local government for the disposition; and*
 - (c) *the market value of the disposition –*
 - (i) *as ascertained by a valuation carried out not more than 6 months before the proposed disposition; or*
 - (ii) *as declared by a resolution of the local government on the basis of a valuation carried out more than 6 months before the proposed disposition that the local government believes to be a true indication of the value at the time of the proposed disposition.*
- (5) *This section does not apply to –*
 - (a) *a disposition of an interest in land under the Land Administration Act 1997 section 189 or 190; or*
 - (b) *a disposition of property in the course of carrying on a trading undertaking as defined in section 3.59; or*
 - (c) *anything that the local government provides to a particular person, for a fee or otherwise, in the performance of a function that it has under any written law; or*
 - (d) *any other disposition that is excluded by regulations from the application of this section.”*

Part 4, Division 2 (Regulations 11A to 24) of the *Local Government (Functions & General) Regulations 1996* stipulates the requirements for a tender process.

Strategic Implications

Strategic Community Plan

Community Priority: Our Infrastructure

Objective: We have functional assets and infrastructure that supports the community

Outcome: 3.2

Reference: 3.2.1

Asset Management Plan

Disposal of vehicles will reduce the Plant Replacement Program, which is a component of the Asset Management Plan.

Long Term Financial Plan

The disposal of the two vehicles has been factored into the 2022/2023 budget as proceeds.

Risk Implications

Risk Profiling Theme	Failure to fulfil statutory regulations or compliance requirements
Risk Category	Compliance
Risk Description	No noticeable regulatory or statutory impact
Consequence Rating	Insignificant (1)
Likelihood Rating	Rare (1)
Risk Matrix Rating	Low (1)
Key Controls (in place)	Asset Management Policy Replacement of Plant & Vehicles Policy
Action (Treatment)	
Risk Rating (after treatment)	Adequate

Financial Implications

The budgeted proceeds for the sale of the vehicles is included as income in the 2022/23 Budget Proceeds on Disposal of Assets, with the revenue from the sales to be transferred to the Plant Reserve.

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation

That Council:

1. Rescinds Part 2 of Council Resolution (*CMRef 0670*) as outlined in the Ordinary Meeting of Council 20 September 2022 as Item 13.2:
 2. *Proceed with Aberdeen Auto Auctions to purchase the Toyota Fortuner outright for the agreed value of \$48,000; and*
2. Adopts, in accordance with Division Two of the *Local Government (Functions and General) Regulations 1996* to dispose of the Toyota Fortuner via auction through Pickles Auctions with a reserve set at \$48,000.

Resolution – 13.1

Moved: Cr Hudson

Seconded: Cr McMorran

0678 That Council:

1. **Rescinds Part 2 of Council Resolution (CMRef 0670) as outlined in the Ordinary Meeting of Council 20 September 2022 as Item 13.2:**
 2. ***Proceed with Aberdeen Auto Auctions to purchase the Toyota Fortuner outright for the agreed value of \$48,000; and***
2. **Endorses, in accordance with Division Two of the *Local Government (Functions and General) Regulations 1996* the CEO's decision to dispose of the Toyota Fortuner via auction through Pickles Auctions with a reserve set at \$48,000.**

CARRIED BY ABSOLUTE MAJORITY 7/0

Reason

Council is endorsing the CEO's decision rather than adopting.

14. Urgent Business Approved by the Person Presiding or by Decision

- 14.1 Council was requested to consider a Late Item relating to the donation of Dowerin Memorial Pool revenue.

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/Resolution

Moved: Cr Ward

Seconded: Cr Allsopp

0679 That, in accordance with Clauses 3.2 and 3.9 of the Shire of Dowerin Meeting Procedures Local Law 2022, Council accepts Late Item 14.1 Donation of Dowerin Memorial Pool Revenue for consideration.

CARRIED 7/0

14.1 Donation of Dowerin Memorial Pool Revenue

Corporate & Community



Date:	17 October 2022
Location:	Not applicable
Responsible Officer:	Rebecca McCall, Chief Executive Officer
Author:	Linley Dregghorn, Executive & Governance Officer
Legislation:	<i>Local Government Act 1995;</i>
Sharepoint Reference:	
Disclosure of Interest:	Nil
Attachments:	Nil

Purpose of Report



Executive Decision



Legislative Requirement

Summary

This Item presents the proposal to accept an anonymous donation of the budgeted revenue for the Dowerin Memorial Pool for the 2022/23 season to Council for consideration and, if satisfactory, adoption.

Background

It has been brought to the attention of Staff that an anonymous donor wishes to donate the budgeted revenue for the 2022/23 pool season to enable free admission to the Dowerin Memorial Pool for all community members.

Comment

During the 2022/23 budget process Council adopted the following fees and charges:

Swimming Pool Charges				
3110220	Adults	Per Visit	4.00	4.00
3110220	Children	Per Visit	4.00	4.00
3110220	Family Visit (2 Adults & 2 Children)	Per Visit	15.00	15.00
3110220	Season Tickets; Family (Max 4 people of Immediate Family)	2 adults & 2 children	140.00	140.00
3110220	- Additional Children	Per Child	30.00	30.00
3110220	Season Tickets; Single	Per Season	80.00	80.00
3110220	Half Season Ticket; Family (1 January each year)	2 adults & 2 children	70.00	70.00
3110220	- Additional Children	Per Child	15.00	15.00
3110220	Half Season Ticket; Single (1 January each year)	Per Half Season	40.00	40.00
3110220	Adult; Non Swimmer	Per Visit	2.00	2.00
3110220	Hire of Swimming Pool	Per Hour	50.00	50.00
3110220	Cleaning Fee - If Required (Includes Staff Time & Materials)	Cost Recovery	Cost Recovery	Cost Recovery
3110220	Senior / Concession Adult	Per Visit	2.00	2.00
3110220	Season Ticket - Senior / Concession Adult	Per Season	60.00	60.00

If satisfactory to Council, the 2022/23 fees and charges for swimming pool admission will need to be rescinded and advertise to inform the public of Council's decision will be undertaken.

The below table provides Council with the budgeted revenue for 2022/23 and the previous two financial years actual revenue for information.

Year	Budget/Actual
2022/23	\$6,800
2021/22	\$6,835
2020/21	\$6,558

Consultation

Rebecca McCall, Chief Executive Officer
Aaron Wooldridge, Deputy Chief Executive Officer
Cr BA Ward

Policy Implications

Nil

Strategic Implications

Strategic Community Plan

Community Priority: Our Community
Objective: We live in a diverse, healthy, and connected community
Outcome: 1.2
Reference: 1.2.2

Asset Management Plan

Nil

Long Term Financial Plan

Nil

Statutory Implications

Section 10 of the *Local Government (Administration) Regulations 1996* is applicable and states:

"10. Revoking or changing decisions (Act s. 5.25(1)(e))

- (1) If a decision has been made at a council or a committee meeting then any motion to revoke or change the decision must be supported –
 - (a) in the case where an attempt to revoke or change the decision had been made within the previous 3 months but had failed, by an absolute majority; or

- (b) *in any other case, by at least $\frac{1}{3}$ of the number of offices (whether vacant or not) of members of the council or committee, inclusive of the mover.*

Risk Implications

Risk Profiling Theme	Management of Facilities/Venues/Events
Risk Category	Financial Impact
Risk Description	\$5,001 - \$50,000
Consequence Rating	Moderate (3)
Likelihood Rating	Possible (3)
Risk Matrix Rating	Moderate (6)
Key Controls (in place)	
Action (Treatment)	
Risk Rating (after treatment)	Adequate

Financial Implications

The 2022/23 budgeted revenue for swimming pool admissions is \$6,800.00. This is only likely to be impacted should admissions exceed the agreed contribution in which case Council would miss out on potential revenue.

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation

That, by Simple Majority, in accordance with Section 10 of the Local Government (Administration) Regulations 1996, Council:

1. Rescinds previous Council Resolution to impose admission fees for the Dowerin Memorial Pool as part of the 2022/23 Schedule of Fees and Charges (CMRef 0607) as outlined in the Ordinary Meeting of Council 21 June 2022 as Item 11.3, Attachment 11.3A; and
2. Accepts the donation for the budgeted annual pool admissions for the 2022/23 season of \$6,800.00 from an anonymous donor.

Resolution – 14.1

Moved: Cr Allsopp

Seconded: Cr Ward

0680

That, by Simple Majority, in accordance with Section 10 of the *Local Government (Administration) Regulations 1996*, Council:

1. **Rescinds previous Council Resolution to impose admission fees for the Dowerin Memorial Pool as part of the 2022/23 Schedule of Fees and Charges (CMRef 0607) as outlined in the Ordinary Meeting of Council 21 June 2022 as Item 11.3, Attachment 11.3A; and**
2. **Accepts the donation for the budgeted annual pool admissions for the 2022/23 season of \$7,000.00 from an anonymous donor.**

CARRIED 7/0

Reason

Cr Ward presented a cheque from the donor to the value of \$7,000 to cover the cost of admission to the Dowerin Memorial Pool for the 2022/23 season.

15.	Elected Members' Motions
------------	---------------------------------

Nil

16.	Matters Behind Closed Doors
------------	------------------------------------

16.1 Confidential Item - Caveat Withdrawal - 66 & 68 Stewart Street

In accordance with Sections 5.23(2)(e) and 5.23(2)(c) of the *Local Government Act 1995*, Council will go Behind Closed Doors to discuss a matter that if disclosed, would reveal information that has a commercial value to a person and a contract which may be entered into by the local government.

16.2 Confidential Item - Staff - CEO Performance Review 2022

In accordance with Section 5.23(2)(b) of the *Local Government Act 1995*, Council went Behind Closed Doors to discuss the personal affairs of any person.

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/Resolution
--

Moved: Cr McMorran

Seconded: Cr Hudson

0681 That, in accordance with Sections 5.23(2)(b) of the *Local Government Act 1995*, Council go Behind Closed Doors.

CARRIED 7/0

5.08pm – Cr Ward left the meeting whilst Item 16.1 is discussed.

5.09pm – Council went Behind Closed Doors.

5.11pm – Cr McMorran left the meeting.

5.11pm – Cr Ward and Cr McMorran re-entered the meeting for the discussion of Item 16.2.

5.12pm – A Wooldridge and L Dreghorn left the meeting for the discussion of Item 16.2.

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/Resolution
--

Moved: Cr Hagboom

Seconded: Cr McMorran

0682 That, in accordance with Sections 5.23(1) of the *Local Government Act 1995*, Council come out from Behind Closed Doors.

CARRIED 7/0

5.19pm – Council came out from Behind Closed Doors.

5.20pm – A Wooldridge and L Dreghorn re-entered the meeting.

Voting Requirements



Simple Majority



Absolute Majority

16.1 Confidential Item - Caveat Withdrawal - 66 & 68 Stewart Street
Officer's Recommendation/Resolution - 16.1

Moved: Cr Trepp

Seconded: Cr Hudson

0683 That, by Absolute Majority, in accordance with Section 6.64 (3) of the *Local Government Act 1995*, Council:

1. Delegates to the CEO the authority to act on behalf of the Shire of Dowerin in the settlement of 66 & 68 Stewart Street, Dowerin; and
2. Authorises the use of the Common Seal to execute the withdrawal of the caveat on 66 & 68 Stewart Street, Dowerin.

CARRIED BY ABSOLUTE MAJORITY 6/0

16.2 Confidential Item – Staff - CEO Performance Review 2022

Voting Requirements



Simple Majority



Absolute Majority

Officer's Recommendation/Resolution 16.2

Moved: Cr Trepp

Seconded: Cr Hudson

0684 That, in accordance with Sections 5.10, 5.38, 5.39(3)(b) of the *Local Government Act 1995* and Regulation 18D of the *Local Government (Administration Regulations) 1996*, Council:

1. Receives the Chief Executive Officer's Performance Review – Statement of Achievement – September 2022, as presented in Confidential Attachment 16.2A, and endorses the overall performance rating for the Chief Executive Officer for the review period September 2021 to August 2022 as “3.7 – between competent/satisfactory and superior/above job standard”;
2. Endorses the Key Performance Indicators for 2022/23, as presented in Attachment 16.2B;
3. Authorises the Chief Executive Officer's total reward package as detailed in the Remuneration Package Review in the Chief Executive Officer's Statement of Achievements, as presented in Attachment 16.2A, effective from 1 October 2022.
4. Schedule the next performance and remuneration review to be completed by October 2023;

CARRIED BY ABSOLUTE MAJORITY 7/0

17. Closure

The President thanked those in attendance and declared the meeting closed at 5.22pm.

SHIRE OF DOWERIN

MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
FOR THE PERIOD ENDED 31 OCTOBER 2022

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

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* Indicates report is required by Legislation.

These Statements are prepared with data available at the time of preparation. Data is likely to change with end of year transactional processes.

Funding surplus / (deficit) Components

Funding surplus / (deficit)				
	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	\$1.25 M	\$1.25 M	\$0.97 M	(\$0.29 M)
Closing	\$0.00 M	\$1.94 M	\$2.62 M	\$0.68 M

Refer to Statement of Financial Activity

Cash and cash equivalents		
	\$4.31 M	% of total
Unrestricted Cash	\$1.84 M	42.6%
Restricted Cash	\$2.48 M	57.4%

Refer to Note 2 - Cash and Financial Assets

Payables		
	\$0.46 M	% Outstanding
Trade Payables	\$0.15 M	
Over 30 Days		8.9%
Over 90 Days		7.1%

Refer to Note 5 - Payables

Receivables		
	\$1.37 M	% Collected
Rates Receivable	\$0.44 M	73.1%
Trade Receivable	\$1.37 M	
Over 30 Days		21.6%
Over 90 Days		20.7%

Refer to Note 3 - Receivables

Key Operating Activities

Amount attributable to operating activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$0.35 M)	\$1.19 M	\$1.40 M	\$0.22 M

Refer to Statement of Financial Activity

Rates Revenue		
YTD Actual	\$1.51 M	% Variance
YTD Budget	\$1.48 M	2.5%

Refer to Note 6 - Rate Revenue

Operating Grants and Contributions		
YTD Actual	\$0.63 M	% Variance
YTD Budget	\$0.51 M	22.5%

Refer to Note 12 - Operating Grants and Contributions

Fees and Charges		
YTD Actual	\$0.40 M	% Variance
YTD Budget	\$0.39 M	2.7%

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$0.41 M)	(\$0.47 M)	\$0.27 M	\$0.74 M

Refer to Statement of Financial Activity

Proceeds on sale		
YTD Actual	\$0.10 M	%
Adopted Budget	\$0.12 M	(17.2%)

Refer to Note 7 - Disposal of Assets

Asset Acquisition		
YTD Actual	\$0.88 M	% Spent
Adopted Budget	\$4.00 M	(77.9%)

Refer to Note 8 - Capital Acquisition

Non-Operating Grants		
YTD Actual	\$1.06 M	% Received
Adopted Budget	\$3.47 M	(69.6%)

Refer to Note 8 - Capital Acquisition

Key Financing Activities

Amount attributable to financing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$0.49 M)	(\$0.02 M)	(\$0.02 M)	\$0.00 M

Refer to Statement of Financial Activity

Borrowings	
Principal repayments	\$0.02 M
Interest expense	\$0.01 M
Principal due	\$1.35 M

Refer to Note 9 - Borrowings

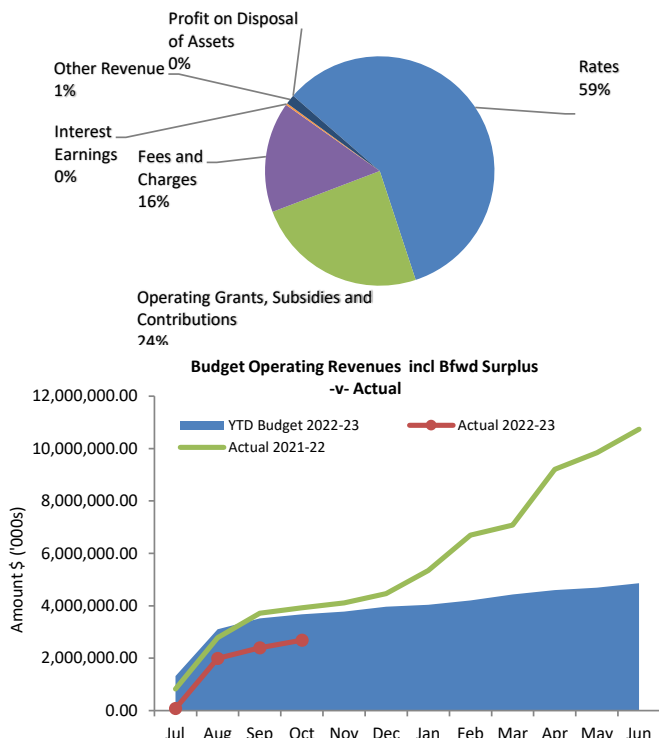
Reserves	
Reserves balance	\$2.48 M
Interest earned	\$0.00 M

Refer to Note 10 - Cash Reserves

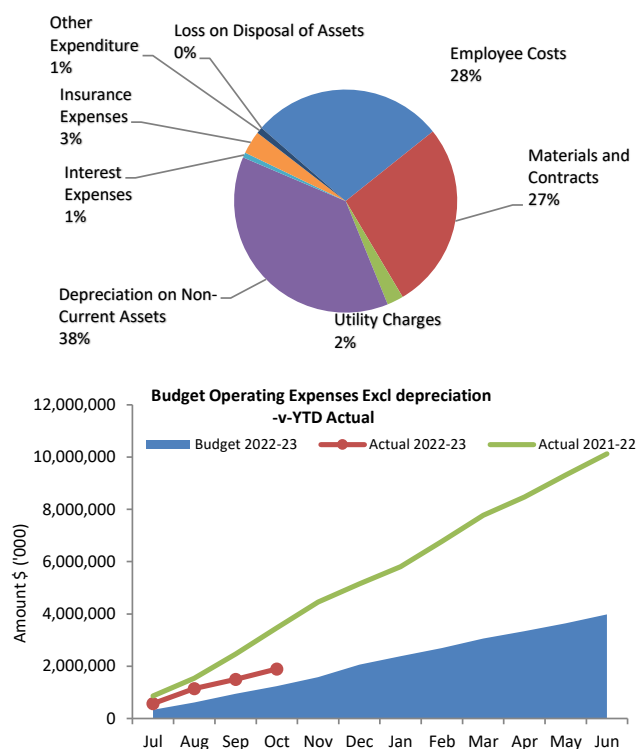
This information is to be read in conjunction with the accompanying Financial Statements and notes.

OPERATING ACTIVITIES

OPERATING REVENUE

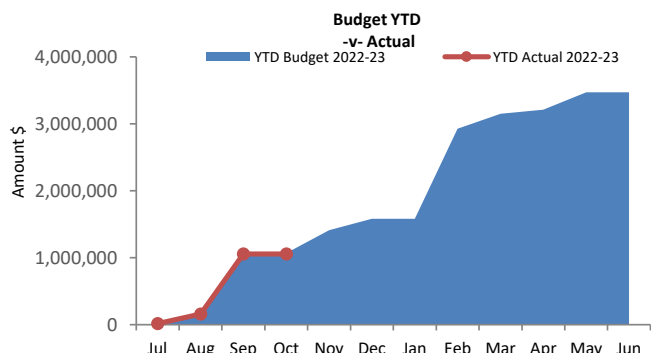


OPERATING EXPENSES

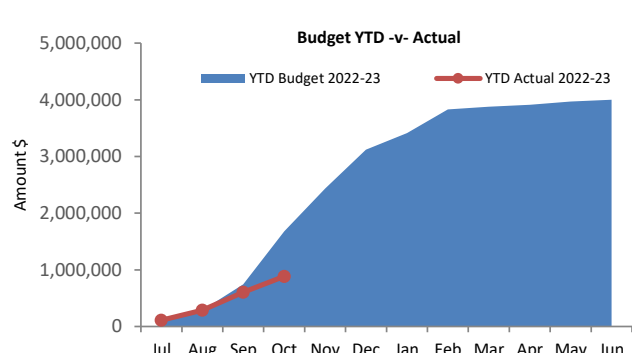


INVESTING ACTIVITIES

Non-operating grants, subsidies and contributions



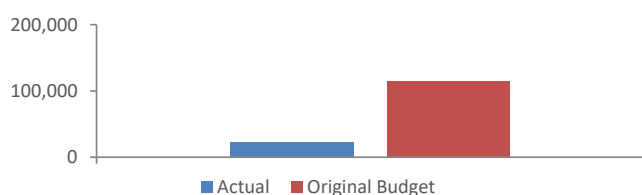
Payments for property, plant and equipment and infrastructure



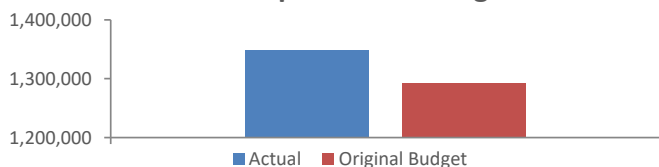
FINANCING ACTIVITIES

BORROWINGS

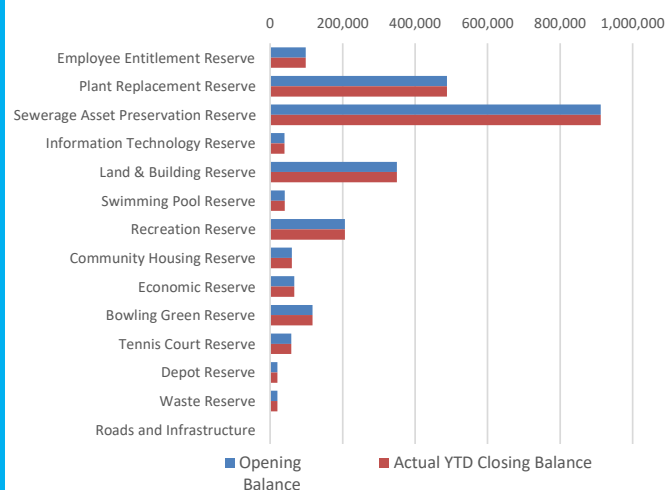
Principal Repayments



Principal Outstanding



RESERVES



KEY TERMS AND DESCRIPTIONS

FOR THE PERIOD ENDED 31 OCTOBER 2022

REVENUE

RATES

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

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

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

NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

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

REVENUE FROM CONTRACTS WITH CUSTOMERS

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

FEES AND CHARGES

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

SERVICE CHARGES

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995*. *Regulation 54 of the Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

INTEREST EARNINGS

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

OTHER REVENUE / INCOME

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

PROFIT ON ASSET DISPOSAL

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

NATURE OR TYPE DESCRIPTIONS

EXPENSES

EMPLOYEE COSTS

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

MATERIALS AND CONTRACTS

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance

agreements, communication expenses, advertising expenses,

membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)

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

INSURANCE

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

LOSS ON ASSET DISPOSAL

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

DEPRECIATION ON NON-CURRENT ASSETS

Depreciation expense raised on all classes of assets.

INTEREST EXPENSES

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

OTHER EXPENDITURE

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

**STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2022**

BY NATURE OR TYPE

	Ref	Adopted Budget	Current Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
	Note	\$		\$	\$	\$	%	
Opening funding surplus / (deficit)	1(c)	1,251,657	1,251,657	1,251,657	965,933	(285,724)	(22.83%)	☹️
Revenue from operating activities								
Rates	6	1,514,214	1,514,214	1,477,118	1,514,783	37,665	2.55%	
Operating grants, subsidies and contributions	12	1,252,739	1,252,739	512,858	628,278	115,420	22.51%	😊
Fees and charges		669,810	669,810	392,547	403,126	10,579	2.69%	
Interest earnings		47,000	47,000	15,640	6,823	(8,817)	(56.37%)	
Other revenue		84,500	84,500	28,156	34,751	6,595	23.42%	
Profit on disposal of assets		42,120	42,120	0	0	0	0.00%	
		3,610,383	3,610,383	2,426,319	2,587,761	161,442		
Expenditure from operating activities								
Employee costs		(1,796,711)	(1,796,711)	(560,317)	(528,581)	31,736	5.66%	
Materials and contracts		(1,651,443)	(1,701,443)	(542,920)	(515,314)	27,606	5.08%	
Utility charges		(179,674)	(179,674)	(53,775)	(45,207)	8,568	15.93%	
Depreciation on non-current assets		(2,135,767)	(2,135,767)	(711,852)	(711,852)	0	0.00%	
Interest expenses		(32,281)	(32,281)	(11,365)	(14,021)	(2,656)	(23.37%)	
Insurance expenses		(164,857)	(164,857)	(54,892)	(63,164)	(8,272)	(15.07%)	
Other expenditure		(107,925)	(107,925)	(17,990)	(17,229)	761	4.23%	
Loss on disposal of assets		0	0	0	0	0	0.00%	
		(6,068,658)	(6,118,658)	(1,953,111)	(1,895,368)	57,743		
Non-cash amounts excluded from operating activities	1(a)	2,108,647	2,108,647	711,852	711,852	0	0.00%	
Amount attributable to operating activities		(349,628)	(399,628)	1,185,060	1,404,245	219,185		
Investing activities								
Non-operating grants, subsidies and contributions	13	3,470,765	3,470,765	1,068,260	1,055,863	(12,397)	(1.16%)	
Less Unspent Non-Operating Grants represented as Contract Liabilities	13							
<i>Net Non- Operating grants recognised as revenue</i>	13	3,470,765	3,470,765	1,068,260	1,055,863	(12,397)	(1.16%)	
Proceeds from disposal of assets	7	121,000	121,000	100,227	100,227	0	0.00%	
Payments for property, plant and equipment and infrastructure	8	(4,000,142)	(4,000,142)	(1,640,196)	(882,991)	757,205	46.17%	😊
Amount attributable to investing activities		(408,377)	(408,377)	(471,709)	273,099	744,808		
Financing Activities								
Proceeds from new debentures	9	0	0	0	0	0	0.00%	
Transfer from reserves	10	102,561	152,561	0	0	0	0.00%	
Repayment of debentures	9	(113,975)	(113,975)	(22,418)	(22,418)	0	0.00%	
Transfer to reserves	10	(482,238)	(482,238)	0	0	0	0.00%	
Amount attributable to financing activities		(493,652)	(443,652)	(22,418)	(22,418)	0		
Closing funding surplus / (deficit)	1(c)	0	0	1,942,590	2,620,859	678,269	(34.92%)	

KEY INFORMATION

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

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

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

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2022**

EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.

The material variance adopted by Council for the 2022-23 year is a value of more or less than \$10,000 or 10.00%.

By Nature or Type	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
Revenue from operating activities				
Rates	37,665	2.55%		Within Variance
Operating grants, subsidies and contributions	115,420	22.51%	☺ Permanent	Financial Assistance Grant funding (\$104K) has been received
Fees and charges	10,579	2.69%		Within Variance
Sewerage charges	0	0.00%		Within Variance
Interest earnings	(8,817)	(56.37%)		Within Variance
Other revenue	6,595	23.42%		Within Variance
Profit on disposal of assets	0	0.00%		Within Variance
Expenditure from operating activities				
Employee costs	31,736	5.66%		Within Variance
Materials and contracts	27,606	5.08%		Within Variance
Utility charges	8,568	15.93%		Within Variance
Depreciation on non-current assets	0	0.00%		Within Variance
Interest expenses	(2,656)	(23.37%)		Within Variance
Insurance expenses	(8,272)	(15.07%)		Within Variance
Other expenditure	761	4.23%		Within Variance
Loss on disposal of assets	0	0.00%		Within Variance
Investing activities				
Non-operating grants, subsidies and contributions	(12,397)	(1.16%)		Within Variance
Proceeds from disposal of assets	0	0.00%		Within Variance
Payments for property, plant and equipment and infrastructure	757,205	46.17%	☺ Timing	Refer to Note 8 for Project Details
Financing Activities				
Transfer from reserves	0	0.00%		Within Variance
Repayment of debentures	0	0.00%		Within Variance
Transfer to reserves	0	0.00%		Within Variance
Opening funding surplus / (deficit)	(285,724)	(22.83%)		The opening funding Surplus is lower than Budgeted. This reduction is in the main due to the recognition of unspent Grants as at 30th June 2022. Staff will address these with the budget review, as increased budget allocations and revenue will need to be recognised in Fy23.

KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 31 OCTOBER 2022

STATUTORY REPORTING PROGRAMS

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

PROGRAM NAME AND OBJECTIVES

ACTIVITIES

GOVERNANCE

To provide a decision making process for the efficient allocation of resources

To include the activities of members of Council and the administration support available to the Council for the provision of governance of the district. Other costs relate to assisting elected members and ratepayers on matters which do not concern specific Council services.

GENERAL PURPOSE FUNDING

To collect revenue to allow for the provision of services.

Rates, general purpose government grants and interest revenue.

LAW, ORDER, PUBLIC SAFETY

To provide services to help ensure a safer and environmentally conscious community.

Supervision and enforcement of various local laws relating to fire prevention, animal control, community crime prevention and other aspects of public safety including emergency services.

HEALTH

To provide an operational framework for environmental and community health.

Inspection of food premises and food control.

EDUCATION AND WELFARE

To provide services to disadvantaged persons including the elderly, children and youth.

Maintenance and operational costs of the Dowerin Child Care Centre; Dowerin Home Care, Commonwealth Home Support Program (CHSP), community nursing and other support services.

HOUSING

To provide and maintain housing for staff, aged and community housing projects operated by Joint Venture with the Department of Housing.

Provision and maintenance of all Shire responsible housing.

COMMUNITY AMENITIES

To provide necessary services as required by the community.

Rubbish collection and recycling, operation of disposal sites, administration, maintenance & operation of the Dowerin Townsite Sewerage Scheme. Administration of the Shire of Dowerin Town Planning Scheme. Administration, maintenance & operation of the Dowerin & Minnivale public cemeteries, public toilets & the Dowerin Community Bus.

RECREATION AND CULTURE

To establish & effectively manage infrastructure and resources which will help the social wellbeing of the community.

Maintenance and operation of public halls, sporting pavilions, parks and gardens, recreation centre, sports playing surface areas and reserves including football oval, hockey oval, tennis courts, bowling greens and golf course. Contribution to the operation of the Dowerin Public Library.

TRANSPORT

To provide safe, effective and efficient transport services to the community.

Construction and maintenance of streets, roads, footpaths, drainage & signs. Maintenance and operation of street lights, works depot and aerodrome. Cleaning of streets and provision and maintenance of street trees. Purchase, maintenance and operation of plant.

ECONOMIC SERVICES

To help promote the Shire and its economic wellbeing.

Tourism and area promotion including the maintenance and operation of the Shire of Dowerin Short Stay Accommodation facilities. Provision of rural services including building control, standpipes, noxious weeds and vermin control. Assistance with the operations of the annual Dowerin Field Day. Maintenance costs associated with the Dowerin Community Resource Centre.

OTHER PROPERTY AND SERVICES

To monitor and control Council's overheads operating accounts.

Private works, plant repairs and operations. Works and administration overheads. Materials and stores.

**STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2022**

STATUTORY REPORTING PROGRAMS

	Ref	Adopted Budget	Current Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
Note								
Opening funding surplus / (deficit)	1(c)	\$ 1,251,657	1,251,657	\$ 1,251,657	\$ 965,933	\$ (285,724)	% (22.83%)	☹️
Revenue from operating activities								
Governance		3,000	3,000	1,000	0	(1,000)	(100.00%)	
General purpose funding		1,596,014	1,596,014	1,504,358	1,628,075	123,717	8.22%	
Law, order and public safety		37,356	37,356	12,586	13,580	994	7.90%	
Health		3,300	3,300	3,300	2,250	(1,050)	(31.82%)	
Education and welfare		797,481	797,481	245,824	248,400	2,576	1.05%	
Housing		131,081	131,081	43,692	50,696	7,004	16.03%	
Community amenities		270,973	270,973	258,293	257,138	(1,155)	(0.45%)	
Recreation and culture		47,650	47,650	21,496	45,539	24,043	111.85%	😊
Transport		419,658	419,658	249,416	228,517	(20,899)	(8.38%)	
Economic services		213,100	213,100	70,030	68,923	(1,107)	(1.58%)	
Other property and services		90,770	90,770	16,324	44,642	28,318	173.48%	😊
		3,610,383	3,610,383	2,426,319	2,587,760	161,441		
Expenditure from operating activities								
Governance		(594,780)	(594,780)	(145,182)	(147,577)	(2,395)	(1.65%)	
General purpose funding		(207,328)	(207,328)	(63,234)	(63,616)	(382)	(0.60%)	
Law, order and public safety		(151,556)	(151,556)	(57,912)	(53,480)	4,432	7.65%	
Health		(60,504)	(60,504)	(36,945)	(33,534)	3,411	9.23%	
Education and welfare		(585,233)	(585,233)	(192,206)	(162,465)	29,741	15.47%	😊
Housing		(307,140)	(307,140)	(96,277)	(93,361)	2,916	3.03%	
Community amenities		(394,647)	(444,647)	(131,542)	(143,452)	(11,910)	(9.05%)	
Recreation and culture		(983,900)	(983,900)	(299,890)	(272,826)	27,064	9.02%	
Transport		(2,174,714)	(2,174,714)	(724,516)	(731,931)	(7,415)	(1.02%)	
Economic services		(536,244)	(536,244)	(176,478)	(158,976)	17,502	9.92%	
Other property and services		(72,612)	(72,612)	(28,929)	(34,150)	(5,221)	(18.05%)	
		(6,068,658)	(6,118,658)	(1,953,111)	(1,895,368)	57,743		
Non-cash amounts excluded from operating activities	1(a)	2,108,647	2,108,647	711,852	711,852	0	0.00%	
Amount attributable to operating activities		(349,628)	(399,628)	1,185,060	1,404,244	219,184		
Investing Activities								
Non-operating grants, subsidies and contributions	13	3,470,765	3,470,765	1,068,260	1,055,863	(12,397)	(1.16%)	
Proceeds from disposal of assets	7	121,000	121,000	100,227	100,227	0	0.00%	
Payments for property, plant and equipment and infrastructure	8	(4,000,142)	(4,000,142)	(1,640,196)	(882,991)	757,205	46.17%	😊
Amount attributable to investing activities		(408,377)	(408,377)	(471,708)	273,099	744,807		
Financing Activities								
Transfer from reserves	10	102,561	152,561	0	0	0	0.00%	
Repayment of debentures	9	(113,975)	(113,975)	(22,418)	(22,418)	0	0.00%	
Transfer to reserves	10	(482,238)	(482,238)	0	0	0	0.00%	
Amount attributable to financing activities		(493,652)	(443,652)	(22,418)	(22,418)	0		
Closing funding surplus / (deficit)	1(c)	0	0	1,942,590	2,620,859	678,269		😊

KEY INFORMATION

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

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

The material variance adopted by Council for the 2022-23 year is a value of more or less than \$10,000 or 10.00%.

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

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2022**

EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.

The material variance adopted by Council for the 2022-23 year is a value of more or less than \$10,000 or 10.00%.

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
Revenue from operating activities				
Governance	(1,000)	(100.00%)		Within Variance
General purpose funding	123,717	8.22%		Within Variance
Law, order and public safety	994	7.90%		Within Variance
Health	(1,050)	(31.82%)		Within Variance
Education and welfare	2,576	1.05%		Within Variance
Housing	7,004	16.03%		Within Variance
Community amenities	(1,155)	(0.45%)		Within Variance
Recreation and culture	24,043	111.85%	😊 Permanent	Additional Lotterywest grant funding has been received for Cultural events.
Transport	(20,899)	(8.38%)		Within Variance
Economic services	(1,107)	(1.58%)		Within Variance
Other property and services	28,318	173.48%	😊 Permanent	Private works income for field days and hire of equipment has exceeded budget.
Expenditure from operating activities				
Governance	(2,395)	(1.65%)		Within Variance
General purpose funding	(382)	(0.60%)		Within Variance
Law, order and public safety	4,432	7.65%		Within Variance
Health	3,411	9.23%		Within Variance
Education and welfare	29,741	15.47%	😊 Timing	Aged Services expenditure is \$26K lower than YTD budget.
Housing	2,916	3.03%		Within Variance
Community amenities	(11,910)	(9.05%)		Within Variance
Recreation and culture	27,064	9.02%		Within Variance
Transport	(7,415)	(1.02%)		Within Variance
Economic services	17,502	9.92%	Timing	STA maintenance and operations expenditure \$16K lower than YTD budget.
Other property and services	(5,221)	(18.05%)		Within Variance

BASIS OF PREPARATION

REPORT PURPOSE

This report is prepared to meet the requirements of *Local Government (Financial Management) Regulations 1996*, Regulation 34. Note: The statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

BASIS OF ACCOUNTING

This statement comprises a special purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying regulations.

The *Local Government (Financial Management) Regulations 1996* take precedence over Australian Accounting Standards. Regulation 16 prohibits a local government from recognising as assets Crown land that is a public thoroughfare, such as land under roads, and land not owned by but under the control or management of the local government, unless it is a golf course, showground, racecourse or recreational facility of State or regional significance. Consequently, some assets, including land under roads acquired on or after 1 July 2008, have not been recognised in this financial report. This is not in accordance with the requirements of *AASB 1051 Land Under Roads paragraph 15* and *AASB 116 Property, Plant and Equipment paragraph 7*.

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

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 00 January 1900

SIGNIFICANT ACCOUNTING POLICES

CRITICAL ACCOUNTING ESTIMATES

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

THE LOCAL GOVERNMENT REPORTING ENTITY

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

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies

GOODS AND SERVICES TAX

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

ROUNDING OFF FIGURES

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

(a) Non-cash items excluded from operating activities

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

	Notes	Adopted Budget	YTD Actual
Non-cash items excluded from operating activities		\$	\$
Adjustments to operating activities			
Less: Profit on asset disposals	7	(42,120)	0
Movement in liabilities associated with restricted cash		15,000	0
Movement for review		0	
Add: Depreciation on assets		2,135,767	711,852
Total non-cash items excluded from operating activities		2,108,647	711,852

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

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation* 32 to agree to the surplus/(deficit) after imposition of general rates.

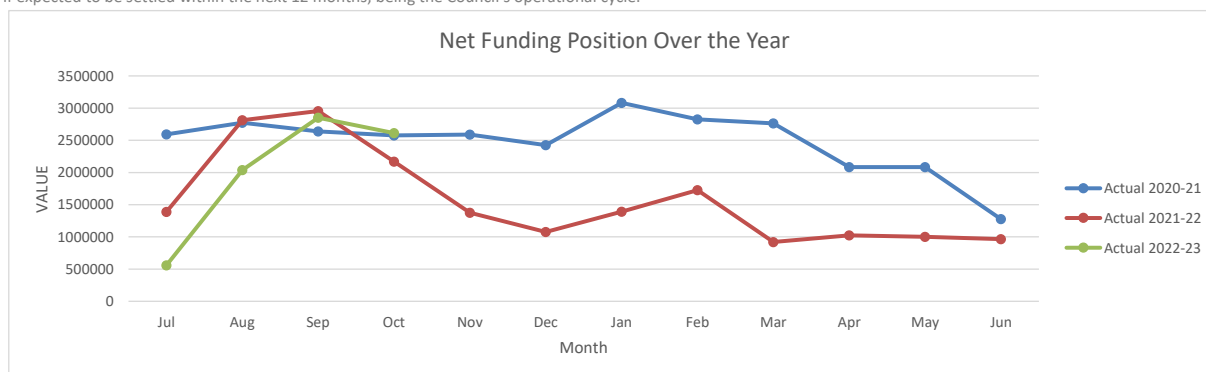
		Adopted Budget	Last Year UnAudited Actual 30 June 2022	This Time Last Year 31 October 2021	Year to Date 31 October 2022
Adjustments to net current assets					
Less: Reserves - restricted cash	10	(2,413,691)	(2,475,964)	(2,280,140)	(2,475,964)
Add: Borrowings	9	113,975	113,970	165,490	91,552
Add: Provisions funded by Reserve		97,883	97,883	77,767	97,883
Total adjustments to net current assets		(2,201,833)	(2,264,111)	(2,036,883)	(2,286,529)

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

Current assets					
Cash and cash equivalents	2	3,553,086	3,518,379	3,482,295	4,434,364
Rates receivables	3	119,592	119,592	521,934	439,910
Receivables	3	849,018	857,489	793,272	1,367,729
Stock on Hand	4	37,337	37,337	14,467	89,589
Total Current Assets		4,559,033	4,532,797	4,811,968	6,331,592
Less: Current liabilities					
Payables	5	(383,329)	(454,110)	(363,399)	(456,953)
Borrowings	9	(113,975)	(113,970)	(165,490)	(91,552)
Contract liabilities	11	(436,394)	(529,169)	(95,988)	(670,193)
Provisions	11	(171,845)	(205,505)	(171,845)	(205,505)
Total Current Liabilities		(1,105,543)	(1,302,754)	(796,722)	(1,424,203)
		3,453,490	3,230,043	4,015,246	4,907,388
Less: Total adjustments to net current assets	1(b)	(2,201,833)	(2,264,111)	(2,036,883)	(2,286,529)
Closing funding surplus / (deficit)		1,251,657	965,933	1,978,363	2,620,859

CURRENT AND NON-CURRENT CLASSIFICATION

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



Description	Classification	Unrestricted	Restricted	Total Cash	Trust	Institution	Interest Rate	Maturity Date
		\$	\$	\$	\$			
Cash on hand								
Floats	Cash and cash equivalents	400	0	400	0	On-hand		
Cash Deposits								
Municipal Bank Account	Cash and cash equivalents	1,734,551	0	1,734,551	0	NAB	0.05%	At Call
Cash Maximiser	Cash and cash equivalents	13	0	13	0	NAB	0.05%	At Call
LRCIP Phase 2 Funding	Cash and cash equivalents	100,563	0	100,563	0	NAB	0.03%	At Call
Term Deposits								
709-6589	Financial assets at amortised cost	0	1,000,000	1,000,000	0	NAB	1.50%	25.12.22
27-9675	Financial assets at amortised cost	0	1,000,000	1,000,000	0	Westpac	1.62%	29.12.22
	Financial assets at amortised cost	569	475,964	476,533		Bendigo	0.45%	1.1.23
Total		1,836,096	2,475,964	4,312,060				
Comprising								
Cash and cash equivalents		1,835,527	0	1,835,527	0			
Financial assets at amortised cost		569	2,475,964	2,476,533	0			
		1,836,096	2,475,964	4,312,060	0			

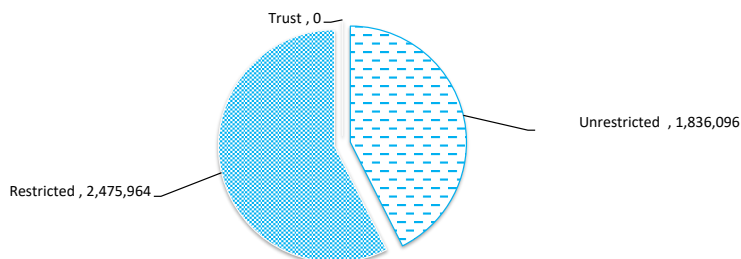
KEY INFORMATION

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

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

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

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



**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2022**

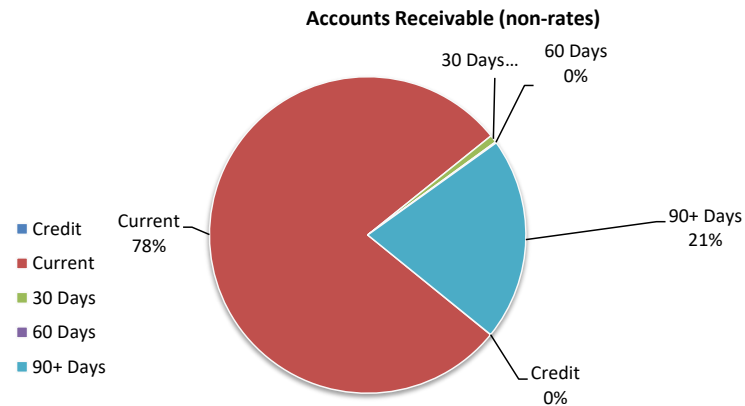
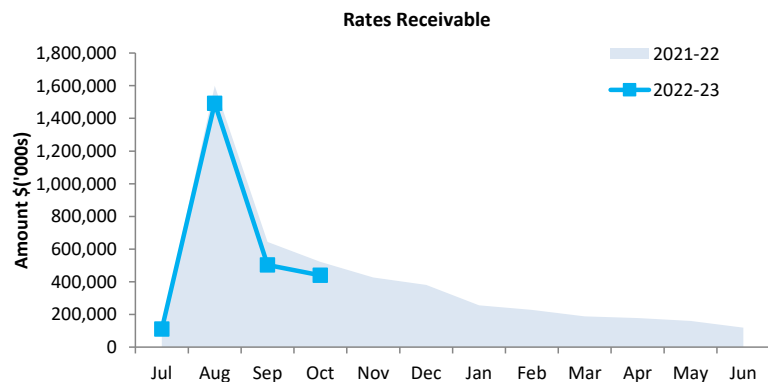
**OPERATING ACTIVITIES
NOTE 3
RECEIVABLES**

Rates receivable	30 Jun 2022	31 Oct 2022
	\$	\$
Opening arrears previous years	133,185	119,592
Levied - Rates revenue	1,402,771	1,514,783
Less - collections	(1,416,364)	(1,194,465)
Equals current outstanding	119,592	439,910
Net rates collectable	119,592	439,910
% Collected	92.2%	73.1%

Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	(272)	1,030,518	10,045	1,452	272,613	1,314,356
Percentage	0.0%	78.4%	0.8%	0.1%	20.7%	
Balance per trial balance						
Sundry receivable	(272)	1,030,518	10,045	1,452	272,613	1,314,356
GST receivable	0	113,293		0	0	113,293
Allowance for impairment of receivables	0	(59,920)	0	0	0	(59,920)
Accrued Income	0	0	0	0	0	0
Total receivables general outstanding						1,367,729
Amounts shown above include GST (where applicable)						

KEY INFORMATION

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectable are written off when identified. An allowance for impairment of receivables is raised when there is objective evidence that they will not be collectible.



	Opening Balance 1 July 2022	Asset Increase/(Decrease)	Closing Balance 31 October 2022
Other current assets	\$	\$	\$
Inventory			
Stock On Hand	37,337	42,968	80,305
Total other current assets	37,337	42,968	80,305
Amounts shown above include GST (where applicable)			

KEY INFORMATION

Inventory

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

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

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2022**

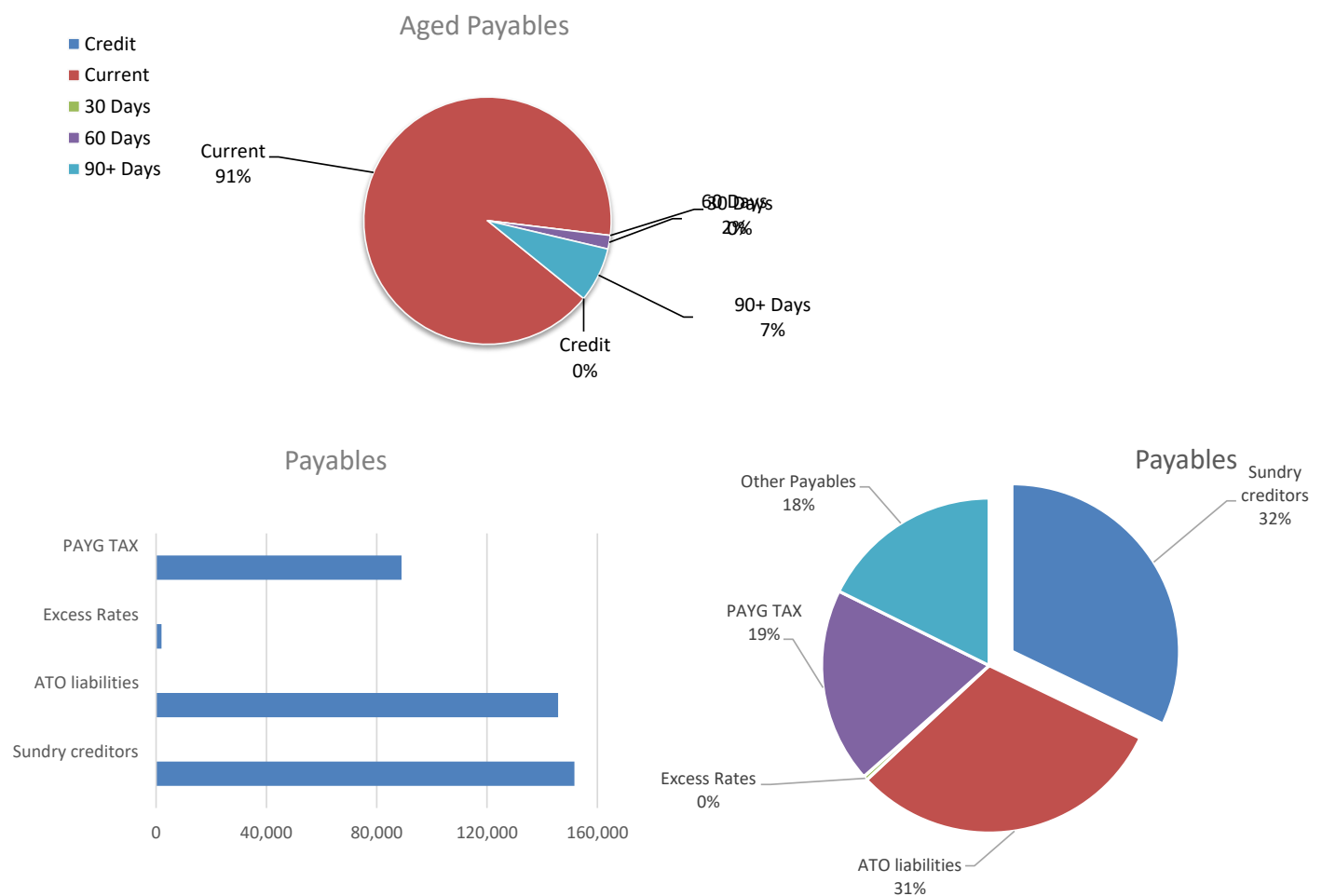
**OPERATING ACTIVITIES
NOTE 5
Payables**

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	416,190	0	8,119	32,644	456,953
Percentage	0%	91.1%	0%	1.8%	7.1%	
Balance per trial balance						
Sundry creditors	0	110,869	0	8,119	32,644	151,632
ATO liabilities	0	145,756	0	0	0	145,756
Excess Rates	0	2,004	0	0	0	2,004
PAYG TAX	0	88,960	0	0	0	88,960
Other Payables	0	83,441	0	0	0	83,441
Payroll Creditors	0	103,525	0	0	0	103,525
Accrued Loan Interest	0	7,141	0	0	0	7,141
Total payables general outstanding						456,953

Amounts shown above include GST (where applicable)

KEY INFORMATION

Trade and other payables represent liabilities for goods and services provided to the Shire that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

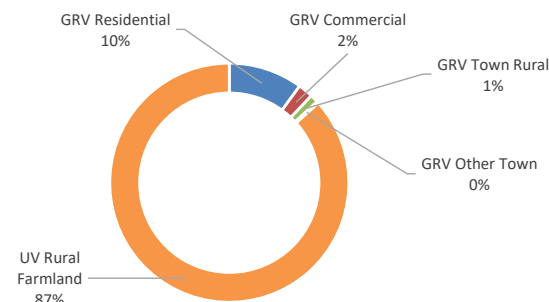
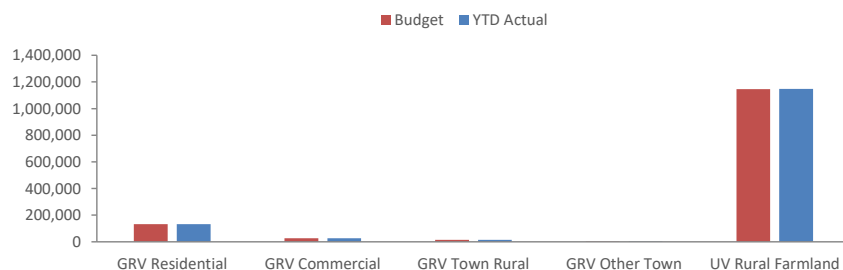


NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2022

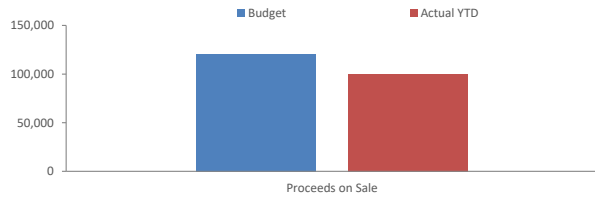
OPERATING ACTIVITIES
NOTE 6
RATE REVENUE

General rate revenue	Original Budget							YTD Actual			
	Rate in \$ (cents)	Number of Properties	Rateable Value	Rate Revenue	Interim Rate	Back Rate	Total Revenue	Rate Revenue	Interim Rates	Back Rates	Total Revenue
RATE TYPE				\$	\$	\$	\$	\$	\$	\$	\$
Gross rental value											
GRV Residential	0.10450	131	1,269,347	132,647	0	0	132,647	132,646	0	0	132,646
GRV Commercial	0.10450	15	256,474	26,802	0	0	26,802	26,802	0	0	26,802
GRV Town Rural	0.10450	12	138,892	14,514	0	0	14,514	14,514	0	0	14,514
GRV Other Town	0.10450	8	33,384	3,489	0	0	3,489	3,489	0	0	3,489
Unimproved value											
UV Rural Farmland	0.00676	223	169,617,000	1,146,611	0	0	1,146,611	1,146,611	520	0	1,147,131
Sub-Total		389	171,315,097	1,324,062	0	0	1,324,063	1,324,062	520	0	1,324,582
Minimum payment	Minimum \$										
Gross rental value											
GRV Residential	824	48	292,295	39,552	0	0	39,552	39,552	0	0	39,552
GRV Commercial	824	17	65,470	14,008	0	0	14,008	14,008	0	0	14,008
GRV Town Rural	824	16	38,685	13,184	0	0	13,184	13,184	0	0	13,184
GRV Other Town	241	20	7,974	4,820	0	0	4,820	4,820	0	0	4,820
Unimproved value											
UV Rural Farmland	824	64	4,190,300	52,736	0	0	52,736	52,736	0	0	52,736
UV Commercial	824	4	400	3,296	0	0	3,296	3,296	0	0	3,296
UV Town Rural	824	4	109,500	3,296	0	0	3,296	3,296	0	0	3,296
UV Mining	241	15	99,452	3,615	0	0	3,615	3,615	0	0	3,615
Sub-total		188	4,804,076	134,507	0	0	134,507	134,507	0	0	134,507
Amount from general rates							1,458,570	1,458,569	520	0	1,459,089
Ex-gratia rates							55,644				55,694
Total general rates							1,514,214				1,514,783

KEY INFORMATION



Asset Ref.	Asset description	Original Budget				Current Budget				YTD Actual			
		Net Book Value	Proceeds	Profit	(Loss)	Net Book Value	Proceeds	Profit	(Loss)	Net Book Value	Proceeds	Profit	(Loss)
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Plant and equipment												
	Transport												
	Single Cab - Light Utility - 1GIL668	650	1,000	350	0	0	0	0	0	0	0	0	0
	Other property and services												
*	Toyota Hilux SR5 4WD Turbo	36,500	50,000	13,500	0	0	0	0	0	0	52,273	0	0
*	Passenger Vehicle; MCCS	21,730	50,000	28,270	0	0	0	0	0	0	47,954	0	0
**	Dual Cab 4x2; D002; Team Leader	20,000	20,000	0	0	0	0	0	0	0	0	0	0
		78,880	121,000	42,120	0	0	0	0	0	0	100,227	0	0



* Items have been sold.

Items cannot be disposed via the Asset register until the Audit for Fy22 is finalised.

** Item will not be disposed as budgeted

**NOTES TO THE STATEMENT OF BUDGET REVIEW
FOR THE PERIOD ENDED 31 OCTOBER 2022**

INVESTING ACTIVITIES

NOTE 8

CAPITAL ACQUISITIONS

Capital acquisitions	Original Budget	Current Budget	YTD Budget	YTD Actual	YTD Actual Variance
	\$		\$	\$	\$
Buildings	10,000	10,000	9,999	702	(9,297)
Plant and equipment	62,000	62,000	10,000	53,280	43,280
Infrastructure - roads	3,710,766	3,710,766	1,620,197	774,073	(846,124)
Infrastructure - sewerage	0	0	0	39,564	39,564
Infrastructure - footpaths	122,000	122,000	0	0	0
Infrastructure - other	95,376	95,376	0	15,372	15,372
Total Capital Acquisitions	4,000,142	4,000,142	1,640,196	882,991	(757,205)
Capital Acquisitions Funded By:					
	\$		\$	\$	\$
Capital grants and contributions	3,470,765	3,470,765	1,068,260	1,055,863	(12,397)
Other (disposals & C/Fwd)	121,000	121,000	100,227	100,227	0
Cash backed reserves					
Plant Replacement Reserve	32,000	32,000	0	0	0
Swimming Pool Reserve	40,561	40,561	0	0	0
Recreation Reserve	30,000	30,000	0	0	0
Contribution - operations	305,816	305,816	471,709	(273,099)	(744,808)
Capital funding total	4,000,142	4,000,142	1,640,196	882,991	(757,205)

SIGNIFICANT ACCOUNTING POLICIES

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

Account Description		Original Budget	Current Budget	YTD Budget	YTD Actual	Variance Under/(Over)	Comments
Land and Buildings							
BC001B	Admin Building - Refurbishment - Building (Capital)	10,000	10,000	9,999	702	9,297	Completed; expenditure not finalised
		0	0	0	0	0	
		0	0	0	0	0	
Total		10,000	10,000	9,999	702	9,297	
Plant & Equipment							
PE201	Cemetery Grave Shoring Box	10,000	10,000	0	0	0	0 Shoring arrived; payment pending, increased cost to be addressed with Budget review
PE206	Ride On Mower	0	0	0	9,939	(9,939)	PO from FY 22, to be addressed with Budget review
PE100	Diesel Fuel Bowser - Shire Depot	10,000	10,000	10,000	0	10,000	Calibration and nozzle repairs completed and mast installed; recommend not to fit L/V fuel pod with management system due to restructure and minimal use of pod; to be addresses with Budget review
PE105	Dual Cab 4x2 Team Leader	42,000	42,000	0	43,341	(43,341)	
Total		62,000	62,000	10,000	53,280	(43,280)	
Infrastructure - Roads							
RCR025	Commodity Route - Dowerin - Koorda Road	248,220	248,220	0	34,005	(34,005)	Scheduled to finalise QTR2 Nov/Dec; work to date clearing of maintenance zone, stockpile gravel and gravel overlay.
LRC006	LRCIP - Nambling Road	90,000	90,000	90,000	62,440	27,560	Completed; expenditure not finalised.
LRC013	LRCIP - Berring East Road	200,000	200,000	0	34	(34)	Scheduled for QTR3/4 Mar/Apr
LRC023	LRCIP - Worgan-Koorda Road	242,000	242,000	0	9,784	(9,784)	Scheduled for QTR3; expense to date are for stockpile of gravel
LRC162	LRCIP - Nambling South Road	170,000	170,000	170,000	212,128	(42,128)	Completed, expenditure not finalised
R2R026	Minnivale North East Road (R2R)	72,130	72,130	24,040	38,936	(14,896)	Completed, expenditure not finalised
R2R042	McHugh Road (R2R)	45,000	45,000	0	5,090	(5,090)	Scheduled for QTR 2 Nov/Dec
R2R056	Quelagetting West Road (R2R)	62,050	62,050	62,050	52,654	9,396	Completed, expenditure not finalised
R2R162	Nambling South Road (R2R)	202,000	202,000	101,000	175,011	(74,011)	Completed; expenditure not finalised
RRG001	Cunderdin-Minnivale Road (RRG)	195,252	195,252	65,084	26,047	39,037	Works scheduled for QTR2 Nov/Dec; expenses to date is stockpile of gravel & verge clearing of maintenance zone
RRG003	Koombekine North Road (RRG)	358,128	358,128	119,376	633	118,743	Works scheduled to commence QTR3 Mar; expenses to date is for road signage
BS183	Dowerin-Meckering Road (BS)	104,344	104,344	0	4,285	(4,285)	Budgeted works are for survey preliminaries; expenses to date are survey costs
WFN182E	WSFN Dowerin-Kalannie Road SLK27.28 to SL30.89	1,144,238	1,144,238	773,942	98,532	675,411	Road verge clearing completed; remaining works scheduled QTR3
WFN182F	WSFN Dowerin-Kalannie Road SLK12.28 to SLK15.70	577,404	577,404	214,705	54,494	160,211	Road verge clearing completed; remaining works scheduled QTR3
Total		3,710,766	3,710,766	1,620,197	774,073	846,124	

Account Description		Original Budget	Current Budget	YTD Budget	YTD Actual	Variance Under/(Over)
Infrastructure -Parks And Ovals						
PC070	Centenary Park Capital Works	22,000	22,000	0	0	0
PC075	Town Site Greening Water Scheme	100,000	100,000	0	0	0
Total		122,000	122,000	0	0	0
Infrastructure -Sewerage						
4100390	SEW - Infrastructure Sewerage (Capital)	0	0	0	39,564	(39,564) Works near completion; change of scope to be addressed with Budget review
Total		0	0	0	39,564	(39,564)
Infrastructure - Other						
OC003	Town Oval Reticulation Upgrade (Inc Dam)	0	0	0	2,604	(2,604) 21/22 project; final payment expended in 22/23
OC017	Dowerin Community Club Infrastructure Improvements	40,000	40,000	0	0	0
OC007	Main Street Improvements	10,600	10,600	0	0	0
OC010	Tin Dog Walk Stage 2	14,500	14,500	0	0	0
OC016	Short Stay Accommodation Improvements	5,276	5,276	0	324	(324)
OC008	Street Lighting LED Upgrade	25,000	25,000	0	0	0
OC043	Swimming Pool - Repair Leaks - Infrastructure Other	0	0	0	12,445	(12,445) 21/22 project; works completed in 22/23
Total		95,376	95,376	0	15,372	(15,372)
TOTALS		4,000,142	4,000,142	1,640,196	882,991	757,205

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2022

FINANCING ACTIVITIES
NOTE 9
BORROWINGS

Repayments - borrowings

Information on borrowings			Principal Repayments			Principal Outstanding			Interest Repayments		
Particulars	Loan No.	1 July 2022	Actual	Original Budget	Current Budget	Actual	Original Budget	Current Budget	Actual	Original Budget	Current Budget
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Housing											
Government Regional Officer Housing	100	254,839	5,496	11,090	11,090	249,343	243,749	243,749	4,358	8,618	8,618
Recreation and culture											
Dowerin Community Club	97	75,905	0	0	0	75,905	75,905	75,905	0	0	0
Dowerin Swimming Pool	101	162,815	0	19,444	19,444	162,815	143,371	143,371	0	2,500	2,500
DEM Interest Free Swimming Pool Loan	LP000	35,000	0	10,000	10,000	0	25,000	25,000	0	0	0
Transport											
Multi Tyre Roller	103	129,895	0	20,895	20,895	129,895	109,000	109,000	0	926	964
Smooth Drum Tyre Roller	104	131,716	0	18,437	18,437	131,716	113,279	113,279	0	793	1,137
Economic services											
Short Stay Accommodation	99	615,517	16,922	34,109	34,109	598,595	581,408	581,408	9,664	19,062	19,062
Total		1,405,687	22,418	113,975	113,975	1,348,269	1,291,712	1,291,712	14,022	31,899	32,281
Current borrowings		113,975				91,552					
Non-current borrowings		1,291,712				1,256,717					
		1,405,687				1,348,269					

All debenture repayments were financed by general purpose revenue.

Self supporting loans are financed by repayments from third parties.

The Budget did not provide for any new borrowing during the year.

KEY INFORMATION

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2022**

FINANCING ACTIVITIES

NOTE 10

CASH RESERVES

Cash backed reserve

Reserve name	Opening Balance	Original Budget Transfers In (+)	Current Budget Transfers In (+)	Actual Transfers In (+)	Original Budget Transfers Out (-)	Current Budget Transfers Out (-)	Actual Transfers Out (-)	Original Budget Closing Balance	Current Budget Closing Balance	Actual YTD Closing Balance
	\$	\$		\$	\$		\$	\$		\$
Employee Entitlement Reserve	97,883	16,217	16,217	0	0	0	0	114,100	114,100	97,883
Plant Replacement Reserve	487,477	138,617	138,617	0	(32,000)	(32,000)	0	594,094	594,094	487,477
Sewerage Asset Preservation Reserve	912,088	45,336	45,336	0	0	(50,000)	0	957,424	907,424	912,088
Information Technology Reserve	39,651	20,493	20,493	0	0	0	0	60,144	60,144	39,651
Land & Building Reserve	349,816	13,574	13,574	0	0	0	0	363,390	363,390	349,816
Swimming Pool Reserve	40,561	0	0	0	(40,561)	(40,561)	0	0	0	40,561
Recreation Reserve	206,109	53,066	53,066	0	(30,000)	(30,000)	0	229,175	229,175	206,109
Community Housing Reserve	60,005	746	746	0	0	0	0	60,751	60,751	60,005
Economic Reserve	66,971	832	832	0	0	0	0	67,803	67,803	66,971
Bowling Green Reserve	117,245	11,457	11,457	0	0	0	0	128,702	128,702	117,245
Tennis Court Reserve	58,128	6,722	6,722	0	0	0	0	64,850	64,850	58,128
Depot Reserve	20,015	50,249	50,249	0	0	0	0	70,264	70,264	20,015
Waste Reserve	20,015	20,249	20,249	0	0	0	0	40,264	40,264	20,015
Roads and Infrastructure	0	104,680	104,680	0	0	0	0	104,680	104,680	0
	2,475,964	482,238	482,238	0	(102,561)	(152,561)	0	2,855,641	2,805,641	2,475,964

KEY INFORMATION

Other current liabilities	Note	Opening Balance 1 July 2022	Liability Increase	Liability Reduction	Closing Balance 31 October 2022
		\$	\$	\$	\$
Contract liabilities					
Unspent grants, contributions and reimbursements		529,169	0	141,024	670,193
Total unspent grants, contributions and reimbursements		529,169	0	141,024	670,193
Provisions					
Annual leave		135,872	0	0	135,872
Long service leave		69,633	0	0	69,633
Total Provisions		205,505	0	0	205,505
Total other current assets		734,674	0	141,024	875,698
Amounts shown above include GST (where applicable)					

KEY INFORMATION

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Employee benefits

Short-term employee benefits

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

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

Other long-term employee benefits

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

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

Contract liabilities

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer. Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the Shire are recognised as a liability until such time as the Shire satisfies its obligations under the agreement.

Operating grants, subsidies and contributions revenue

Provider	Original Budget Revenue	YTD Budget	Current Budget	Budget Variations	YTD Revenue Actual
	\$	\$	\$	\$	\$
Operating grants and subsidies					
General purpose funding					
GEN PUR - Financial Assistance Grant - General	0	0	0	0	71,756
GEN PUR - Financial Assistance Grant - Roads	0	0	0	0	33,191
Law, order, public safety					
ESL BFB - Operating Grant	34,000	11,334	34,000	0	12,451
Education and welfare					
AGED OTHER - Grant Funding - CHSP	226,260	75,420	226,260	0	37,740
WELFARE - Grants	3,000	1,000	3,000	0	0
AGED OTHER - Grant Funding - HCP	549,721	163,240	549,721	0	191,393
Recreation and culture					
OTH CUL - Grants - Other Culture	12,000	12,000	12,000	0	25,750
Transport					
ROADC - Other Grants - Flood Damage	0	0	0	0	0
ROADM - Direct Road Grant (MRWA)	153,588	153,588	153,588	0	156,892
ROADC - Other Grants - Roads/Streets	248,220	90,000	248,220	0	66,192
Other property and services					
ADMIN - Reimbursements	0	0	0	0	290
PWO - Other Reimbursements	0	0	0	0	469
POC - Reimbursements	1,000	332	1,000	0	0
	1,227,789	506,914	1,227,789	0	596,123
Operating contributions and reimbursements					
Governance					
MEMBERS - Contributions & Donations	3,000	1,000	3,000	0	0
General purpose funding					
Education and welfare					
AGED OTHER - Contributions	500	164	500	0	0
AGED OTHER - Reimbursements	0	0	0	0	16,531
Housing					
OTH HOUSE - Rental Reimbursements	0	0	0	0	8,154
Recreation and culture					
REC - Contributions & Donations	8,750	248	8,750	0	1,773
REC - Reimbursements - Other Recreation	0	0	0	0	293
LIBRARY - Other Grants	1,200	1,200	1,200	0	5,000
OTH CUL - Contributions & Donations - Other Culture	1,500	0	1,500	0	0
Other property and services					
POC - Fuel Tax Credits Grant Scheme	10,000	3,332	10,000	0	0
	24,950	5,944	24,950	0	32,155
TOTALS	1,252,739	512,858	1,252,739	0	628,278

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2022

INVESTING ACTIVITIES

NOTE 13

NON-OPERATING GRANTS AND CONTRIBUTIONS

		Non operating grants, subsidies and contributions revenue			
		Original Budget Revenue	Current Budget Revenue	YTD Budget	YTD Revenue Actual
		\$	\$	\$	\$
Non-operating grants and subsidies					
General purpose funding					
	Gen Pur - Grant Funding (No Gst)	764,276	764,276	20,000	16,318
Recreation and culture					
	Rec - Grants	70,000	70,000	0	0
Transport Funding					
RRG	Roadc - Regional Road Group Grants (Mrwa)	368,920	368,920	148,698	148,698
R2R	Roadc - Roads To Recovery Grant	381,180	381,180	152,472	143,757
WSFN	Roadc - Other Grants - Roads/Streets	1,886,389	1,886,389	747,090	747,090
TOTALS		3,470,765	3,470,765	1,068,260	1,055,863

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 OCTOBER 2022

NOTE 14
BUDGET AMENDMENTS

The following note disclosed the approved amendments to the original budget since budget adoption.

GL Code	Description	Council Resolution	Classification	Original Budget	Current Budget	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
						\$	\$	\$
	Budget adoption - Budgeted Closing Position							0
W0029	Sewerage Maintenance	Sept 22 - 0661	Operating Revenue	34,961	84,961	-	(50,000)	(50,000)
From Reserve	Sewerage Asset Preservation Reserve	Sept 22 - 0661	Financing Activities	-	50,000	50,000	-	0
			TOTALS			50,000	(50,000)	0



SHIRE OF DOWERIN
List of Payments for the Period Ending
31 October 2022

Last EFT No: 10224

Chq/EFT	Date	Name	Description	Amount	Contra
EFT10225	01/10/2022	Boekeman Machinery	Cable ties	\$76.52	
EFT10226	01/10/2022	Tutt Bryant Equipment	Onsite 750hr service to Bomag Roller P715	\$1,655.20	
EFT10227	01/10/2022	Courtney's Cleaning	Aged care - Domestic assistance and travel	\$2,436.60	Funded
EFT10228	01/10/2022	Bitumen Distributors Pty Ltd	Supply CRS Emulsion	\$2,021.25	
EFT10229	01/10/2022	Claw Environmental	Drum Muster August 2022	\$1,110.34	
EFT10230	01/10/2022	Complete Office Supplies	Assorted stationery and batteries for Admin	\$76.52	
EFT10231	01/10/2022	C&F Building Approvals	Issue of building permits and consultancy service	\$880.00	
EFT10232	01/10/2022	Dowerin Community Resource Centre	Dowerin Public Library Services 01/07/2022 - 30/06/2023	\$8,000.00	
EFT10233	01/10/2022	Dowerin & Districts Farmshed	Cleaning products	\$4,313.55	
EFT10234	01/10/2022	Emily Gray Physiotherapy	Aged care - Initial consult	\$99.00	Funded
EFT10235	01/10/2022	Fuel Distributors of WA Pty Ltd	Diesel- Opening Dip 600.00 - Closing Dip 10600.00	\$18,815.90	
EFT10236	01/10/2022	Grandstand Agency	50% deposit for live performance by Duke Vox @ Christmas Festival	\$990.00	Funded
EFT10237	01/10/2022	Harris Electrical Servicing	Trouble soot and repair electrical issues in Lifestyle Pavilion	\$1,748.78	
EFT10238	01/10/2022	Joelectrics	2.5mm TA plus labour	\$2,199.34	
EFT10239	01/10/2022	JTagz	Animal Registration tags 2022-23	\$237.60	
EFT10240	01/10/2022	Lloyd's Air-conditioning and Refrigeration Services	Removal and replace system to REED	\$4,093.00	
EFT10241	01/10/2022	Lloyds Earthmoving	10m3 washed white sand	\$700.00	
EFT10242	01/10/2022	Lite n' Easy	Aged care - Easy meals	\$241.78	Funded
EFT10243	01/10/2022	Northam & Districts Glass	Supply and install shower screen and mirror	\$1,760.00	



SHIRE OF DOWERIN

List of Payments for the Period Ending 31 October 2022

EFT10244	01/10/2022	Quairading Earthmoving	D9T dozer to Shankland Rd	\$10,762.40	
EFT10245	01/10/2022	5Rivers Plumbing & Gas	12 Anderson - Excavate and chec soak well. Remove soak well lid	\$2,358.05	
EFT10246	01/10/2022	Snap Midland	Envelopes	\$1,670.00	
EFT10247	01/10/2022	Telly's Auto Electrical & Air-Conditioning	Supply and instal new starter motor on Mustang Skid Steer	\$1,050.74	
EFT10248	01/10/2022	Ralph Thaxter	Service Ford Ranger D002	\$481.16	
EFT10249	01/10/2022	Wheatbelt Liquid Waste	Empty sewer well plus travel	\$2,625.00	
EFT10250	01/10/2022	Westrac Equipment	2 x air filters	\$80.19	
EFT10251	01/10/2022	WA Hino Sales & Service Sales & Service	Supply and deliver Mirror assy	\$1,605.71	
EFT10252	06/10/2022	Accwest Pty Ltd	Budget preparations 2022/23 and Monthly Finance Reports June 2022	\$3,480.00	
EFT10253	06/10/2022	Avon Waste	Rubbish collection and recycling	\$2,760.72	
EFT10254	06/10/2022	Dowerin Men's Shed	Management of Tip Site Sunday August 7, 14, 21 and 28	\$1,000.00	
EFT10255	06/10/2022	Northam Betta Home Living	Westinghouse bar fridge	\$439.00	Funded
EFT10256	06/10/2022	Veris	Professional survey services	\$4,543.00	
EFT10257	06/10/2022	WA Local Government Association	Short Course - Procurement and Contract Essentials 01/09/2022	\$2,552.00	
EFT10258	07/10/2022	Avon Waste	Rubbish collection and recycling	\$2,881.18	
EFT10259	07/10/2022	Boekeman Machinery	Service P030 Case tractor	\$1,652.92	
EFT10260	07/10/2022	BOC Limited	Container service 29/08/2022-27/09/2022	\$44.20	
EFT10261	07/10/2022	Bear Pantry Cafe	Supply 10 x hamburger and chips	\$168.00	
EFT10262	07/10/2022	BriJarCass Security Pty Ltd	Cleaning services 22/08/22 - 04/09/2022	\$6,631.63	
EFT10263	07/10/2022	Commercial Hotel Dowerin	Council refreshments	\$292.00	
EFT10264	07/10/2022	Landgate	GRV chargeable - Schedule No G 2022/2 05/02/22-02/09/22	\$71.80	
EFT10265	07/10/2022	Dowerin Gourmet Butchershop	Supply meat for staff leaving BBQ	\$133.75	



SHIRE OF DOWERIN

List of Payments for the Period Ending 31 October 2022

EFT10266	07/10/2022	Eastern Hills Chainsaws & Mowers	Supply 5 x Autocut 25-2 heads	\$189.00	
EFT10267	07/10/2022	Department Of Fire and Emergency Services	2022/23 ESL Section 36L & 36M	\$2,883.00	
EFT10268	07/10/2022	Benjamin Forbes	Purchase of boots	\$127.76	
EFT10269	07/10/2022	Shire of Goomalling	Contributions to Goomalling Medical Centre for 21/22	\$24,129.17	
EFT10270	07/10/2022	LJ & BL Green	Crusher dust	\$793.85	
EFT10271	07/10/2022	HBP Services WA	Consulting service, travel time and distance	\$1,669.80	
EFT10272	07/10/2022	Holberton Earthmoving	Variation No 5 Nambling South Rd	\$16,183.75	Funded
EFT10273	07/10/2022	Jason Signmakers	Custom Traffic Hazard Ahead and Water Over Road signs	\$3,833.29	
EFT10274	07/10/2022	Lloyd's Air-conditioning and Refrigeration Services	Split system 2/18 Memorial Ave	\$2,878.00	
EFT10275	07/10/2022	Local Government Professional	Advocacy workshop 01/12/2022	\$360.00	
EFT10276	07/10/2022	LGIS WA	WC Endorsement - period 30/06/2021 to 30/06/2022	\$1,843.59	
EFT10277	07/10/2022	Office Of The National Rail Safety Regulator	Annual regulatory fees 2022-23	\$88.00	
EFT10278	07/10/2022	Perth Laundry Equipment	Washing machine and dryer rental 22/09/22-21/10/22	\$419.46	
EFT10279	07/10/2022	SEEK Limited	Job Ad - Plant Operator/General hand 29/09/2022	\$346.50	
EFT10280	07/10/2022	IT Vision	On Demand Recording	\$1,925.00	
EFT10281	07/10/2022	Vestone Capital Pty Limited	Lease Equipment charges	\$1,333.37	
EFT10282	07/10/2022	Wheatbelt Engineering & Crane Hire	Hose repairs for slasher	\$141.90	
EFT10283	07/10/2022	WR Hagboom & Co	Supply gravel	\$12,980.88	
EFT10284	07/10/2022	Xenex Systems Pty Ltd	VoIP Phone System	\$453.86	
EFT10285	07/10/2022	Zone 50 Engineering Surveys Pty Ltd	Survey, design and setout centerline Dowerin Kalannie Rd and Dowerin Koorda Rd	\$6,998.75	Funded
EFT10286	10/10/2022	New Ground Water Services Pty Ltd	Cancelled - duplicated payment EFT 10210		
EFT10287	10/10/2022	New Ground Water Services Pty Ltd	Cancelled - adjustment made to account by client		
EFT10288	11/10/2022	Telstra	Telstra Accounts period ending 26/09/2022	\$639.89	



SHIRE OF DOWERIN

List of Payments for the Period Ending 31 October 2022

EFT10289	12/10/2022	Chatfields	Payment cancelled- returned because of incorrect bank details - reprocessed		
EFT10290	12/10/2022	Vinyl Tech	Cancelled - incorrect freight charge		
EFT10291	12/10/2022	Yleena Farm	Cancelled - duplicated payment EFT 10135		
EFT10292	13/10/2022	Courtney's Cleaning	Domestic assistance and travel 610 Koorda Bullfinch Rd	\$194.80	Funded
EFT10293	13/10/2022	Ellett Construction Services	Reimbursement of CTF levy paid direct to company	\$226.00	
EFT10294	14/10/2022	Bear Pantry Cafe	Hamburgers for staff meeting	\$102.00	
EFT10295	14/10/2022	Workwear Group Pty Ltd	Long Sleeve Shirt	\$55.47	
EFT10296	14/10/2022	Dowerin & Districts Farmshed	Fresh blue powder 12kg	\$78.00	
EFT10297	14/10/2022	Northam Betta Home Living	Remote for Hisense TV	\$64.95	Funded
EFT10298	14/10/2022	Rural Ranger Services	Ranger services for September	\$2,077.68	
EFT10299	14/10/2022	Bunnings Group Limited	Spacers, exhaust fan and adhesive	\$108.41	
EFT10300	14/10/2022	Chatfields	Payment returned because of incorrect bank details for creditor - invoice dated 31.08.22	\$774.40	
EFT10301	14/10/2022	Holberton Earthmoving	Winter grading	\$5,439.50	Funded
EFT10302	14/10/2022	Northam Betta Home Living	Westinghouse bar fridge	\$439.00	
EFT10303	17/10/2022	Bunnings Group Limited	Spacers, Exhaust fans, adhesive	\$108.41	
EFT10304	17/10/2022	Holberton Earthmoving	Winter grading	\$5,439.50	
EFT10305	17/10/2022	Bunnings Group Limited	Hardware and equipment for Admin bathroom reno	\$595.84	
EFT10306	17/10/2022	Paveline International	Supply and freight Actuator 15mm	\$1,479.72	
EFT10307	17/10/2022	Wesfarmers Kleenheat Gas	Bulk LPG	\$478.75	
EFT10308	18/10/2022	Boekeman Machinery	Toyota Hilux Workmate	\$47,675.50	
EFT10309	18/10/2022	BriJarCass Security Pty Ltd	Contract cleaning 05/09/2022 - 18/09/2022	\$5,362.50	
EFT10310	18/10/2022	Dowerin & Districts Farmshed	Assorted hardware	\$473.75	
EFT10311	18/10/2022	Department of Mines, Industry Regulation & Safety	Building Services Levy - 01/08/2022-31/08/2022	\$342.52	
EFT10312	18/10/2022	Telstra	TIMS Service - BFB and Admin	\$1,595.85	



SHIRE OF DOWERIN

List of Payments for the Period Ending 31 October 2022

EFT10313	20/10/2022	Aaro Group Pty Ltd	Dowerin sewerage pump repairs	\$29,550.13	
EFT10314	20/10/2022	Gutter Gobbler Perth	Service gutters for Shire properties	\$4,565.00	
EFT10315	20/10/2022	A-Flo Equipment	Supply and install host mast to fuel bowser	\$1,976.32	
EFT10316	20/10/2022	Boekeman Machinery	Battery	\$599.32	
EFT10317	20/10/2022	Courtney's Cleaning	Domestic assistance and travel	\$814.00	Funded
EFT10318	20/10/2022	Complete Office Supplies	Admin stationery	\$292.71	
EFT10319	20/10/2022	Landgate	SLIP subscription services - annual charge	\$2,453.00	
EFT10320	20/10/2022	Dowerin Bulk Transport Pty Ltd	1 x 9kg gas cylinder	\$36.00	
EFT10321	20/10/2022	Dowerin Tyre & Exhaust	Puncture repair	\$50.00	
EFT10322	20/10/2022	Dowerin & Districts Farmshed	Assorted hardware and supplies	\$1,190.70	
EFT10323	20/10/2022	Daimler Trucks Perth	2 X globes	\$127.58	
EFT10324	20/10/2022	Eastern Hills Chainsaws & Mowers	Mower and brushcutter	\$1,933.20	
EFT10325	20/10/2022	Emily Gray Physiotherapy	Consultation	\$95.00	Funded
EFT10326	20/10/2022	Holberton Earthmoving	Clearing of road verge work scope 2 Tender 2022-01 Dowerin Kalannie Rd Variation #7	\$34,617.00	Funded
EFT10327	20/10/2022	Joelectrics	Instal double GPO for lift chair	\$502.55	
EFT10328	20/10/2022	Koorda Ag Parts	Gardening and truck hire	\$379.50	
EFT10329	20/10/2022	Lite n' Easy	Aged care easy meals	\$385.20	Funded
EFT10330	20/10/2022	Northam Betta Home Living	Omega gas cooktop	\$759.00	
EFT10331	20/10/2022	5Rivers Plumbing & Gas	Replace sink and fix bain marie at Club	\$711.98	
EFT10332	20/10/2022	Telly's Auto Electrical & Air-Conditioning	Repair air conD005	\$2,834.73	
EFT10333	20/10/2022	Wheatbelt Engineering & Crane Hire	fit new door to 12M CAT Grader	\$629.20	Insurance
EFT10334	20/10/2022	Wetdeck Pools	Repairs to Shire pool	\$13,689.50	
EFT10335	25/10/2022	Holberton Earthmoving	Gravel re-sheeting Nambling South Rd	\$194,473.40	Funded
EFT10336	27/10/2022	A-Flo Equipment	Tested fuel app and sorted user problems	\$1,487.44	
EFT10337	27/10/2022	Avon Valley Windscreens	Supply and fit windscreen to Prado	\$2,538.80	
EFT10338	27/10/2022	All Parts WA	Supply 5/1 watt UHF CB handheld radio	\$259.00	



SHIRE OF DOWERIN

List of Payments for the Period Ending 31 October 2022

EFT10339	27/10/2022	Courtney's Cleaning	Aged Care domestic assistance and travel	\$718.52	Funded
EFT10340	27/10/2022	Bear Pantry Cafe	Caterng for Volunteer Sundowner	\$600.00	
EFT10341	27/10/2022	BriJarCass Security Pty Ltd	Cleaning Services 03/10/2022 - 16/10/2022	\$5,737.88	
EFT10342	27/10/2022	Commercial Hotel Dowerin	Refreshments for Council	\$244.00	
EFT10343	27/10/2022	Corsign WA	Warning signs	\$77.00	
EFT10344	27/10/2022	D & D Transport	Supply and deliver 27t lime sand	\$2,465.10	
EFT10345	27/10/2022	Department of Mines, Industry Regulation &	Balance of August levy because of incorrect calculations	\$154.81	
EFT10346	27/10/2022	Dowerin Gourmet Butchershop	BBQ sausages for Rural Fire Awareness Training	\$155.40	Funded
EFT10347	27/10/2022	HBP Services WA	Consulting service	\$184.80	
EFT10348	27/10/2022	Holberton Earthmoving	Gravel re-sheeting Minnivale North East Road	\$79,431.00	Funded
EFT10349	27/10/2022	Hawke-View Kennels	Dogs surrendered x 2 - 11 days retention	\$550.00	
EFT10350	27/10/2022	Goomalling Medical Centre	Pre employment physical	\$165.00	
EFT10351	31/10/2022	Toolmart Australia	Milwaukee tool kit	\$2,226.00	
EFT10352	31/10/2022	Holberton Earthmoving	Verge clearing Cunderdin Minnivale Rd	\$5,549.50	Funded
EFT10353	31/10/2022	Lite n' Easy	Aged care easy meals	\$345.39	Funded
EFT10354	31/10/2022	Local Government Professional	Executive Support Network livestream	\$95.00	
EFT10355	31/10/2022	LGIS WA	Scheme Protection 2nd instalment 2022-2023	\$101,077.95	
EFT10356	31/10/2022	MetroCount (Microm Pty Ltd)	Figure *8 road cleats	\$682.00	
EFT10357	31/10/2022	Mason Electrical Engineering Contractors	Short stay accommodaton refund	\$920.00	
EFT10358	31/10/2022	MJ & RL McCALL	Reimbursement for electricity supply as per employment contract	\$448.17	
EFT10359	31/10/2022	New Ground Water Services Pty Ltd	Supply and install sewerage rails (revised)	\$7,230.30	
EFT10360	31/10/2022	Petchell Mechanical	LED Load Resistor 24v	\$32.99	
EFT10361	31/10/2022	Rural Ranger Services	Ranger services 03/10/2022 - 13/10/2022	\$859.32	
EFT10362	31/10/2022	Georgie Sadler	Live entertainment at Volunteer Sundowner	\$250.00	Funded
EFT10363	31/10/2022	Amy Spencer	Police clearance and pre-employment medical	\$204.70	



SHIRE OF DOWERIN
List of Payments for the Period Ending
31 October 2022

EFT10364	31/10/2022	T-Quip	Blades and bolts for mowers	\$924.60
EFT10365	31/10/2022	Wheatbelt Engineering & Crane Hire	Repair rams on jetpatcher P701	\$2,878.19
EFT10366	31/10/2022	Wallis Computer Solutions	IT support	\$3,649.03
				<u>\$766,877.11</u>

Direct Debits

04/10/2022	NAB	Visa charges for month of September	\$2,650.63
04/10/2022	WA Treasury	Loans 99 and 100 repayments	\$36,438.86
06/10/2022	Synergy	Electricity Account payments	\$2,602.08
07/10/2022	Synergy	Electricity Account payments	\$2,793.36
12/10/2022	Synergy	Electricity Account payments	\$4,456.90
13/10/2022	Synergy	Electricity Account payments	\$745.62
17/10/2022	Water Corporation	Water Charges	\$7,090.28
21/10/2022	Synergy	Electricity Account payments	\$610.87
21/10/2022	Motorpass	Monthly fuel charges	\$860.49
24/10/2022	Synergy	Electricity Account payments	\$1,994.52
26/10/2022	Water Corporation	Water Charges	\$382.74
31/10/2022	NAB	Account fees	\$91.08
31/10/2022	Water Corporation	Water Charges	\$1,408.30
31/10/2022	Telstra	Mobile Charges	\$180.81
			\$62,306.54

Last Cheque No: 11000

11001	Cancelled chg - printing error
11002	Cancelled chg - printing error
11003	Cancelled chg - printing error
11004	Cancelled chg - printing error



SHIRE OF DOWERIN
List of Payments for the Period Ending
31 October 2022

11005 Cancelled chg - printing error

Payroll

\$38,644.59	PPE: 11/10/2022
\$40,306.70	PPE: 25/10/2022
<u>\$78,951.29</u>	

Summary

\$766,877.11	EFT 10225 - 10366
\$62,306.54	Direct Debits
\$78,951.70	Payroll x 2
<u>\$908,135.35</u>	

Date: 11/10/2022
Voucher: 705

Amount in words: Two thousand six hundred and fifty dollars and sixty three cents

\$ 2,650.63

Dr to. **NAB VISA**

MUNICIPAL FUND

CEO

We hereby certify in accordance with "The Local Government Act 1995" and Local Government (Financial Management) Regulations that the work as specified below has been duly and faithfully performed and approved.

Recommended by the Finance Committee

DATE OF SERVICE	GL	PARTICULARS (If progress payment, state total amount of contract and amount of previous payments, if any)	GST	AMOUNT
2/09/2022	P713/P714	No receipt found 30-50 x 2 DOT LICENSING		\$ 61.00
2/09/2022	2140286	2 x chairs for Admin foyer incl delivery	\$ 62.37	\$ 686.00
5/09/2022	2140220	Corporate Internet recurring monthly charge	\$ 70.45	\$ 775.00
7/09/2022	2040251	Morning tea at the Community Survey gathering	\$ 1.01	\$ 11.00
7/09/2022	2140387	Gif card for departing staff member		\$ 150.00
12/09/2022	2130241	Adobe Pro DC Monthly Software Subscription CDO	\$ 2.00	\$ 21.99
12/09/2022	OC016	6 x double door locks - safety cabinet	\$ 32.40	\$ 356.10
15/09/2022	2130887	WBA Presentation Dinner tickets x 2	\$ 17.27	\$ 190.00
19/09/2022	2140241	Adobe Pro DC Monthly Software Subscription EGO	\$ 2.00	\$ 21.99
20/09/2022	2040121	Telstra prepaid iPad recharge		\$ 150.00
23/09/2022	2040211	Morning tea meeting with Shire of Goomalling	\$ 3.48	\$ 38.10
23/09/2022	2040109	President accommodation for LG Convention 2022		\$ 171.45
28/09/2022	2030211	NAB Visa Card Fee - R McCall		\$ 9.00
28/09/2022	2030211	NAB Visa Card Fee - A Wooldridge		\$ 9.00
				\$ 2,650.63

NOTE - It is Essential for Audit Purpose that Full Particulars be inserted in this Form.

CERTIFIED SPECIAL EMERGENCY PAYMENT PRESIDENT

NTPRESIDENT
12/10/22



Statement for

NAB Business Visa

NAB Commercial Cards Centre - GPO Box 9992 Melbourne Victoria 3001
Tel 1300 498 594 8am - 8pm AEST & AEDT Monday to Friday, 9am - 6pm AEST
AEDT Saturday and Sunday
Fax 1300 363 668
Lost & Stolen cards: 1800 033 103 (24 hours within Australia only)

DOWERIN SHIRE
PO BOX 111
DOWERIN WA 6461

Statement Period	30 August 2022 to 28 September 2022
Company Account No:	4557 0498 0002 7159
Facility Limit:	\$16,000

Your Account Summary

Balance from previous statement	\$3,226.85 DR
Payments and other credits	\$3,226.85 CR
Purchases, cash advances and other debits	\$2,632.63 DR
Interest and other charges	\$18.00 DR
Closing Balance	\$2,650.63 DR

**YOUR DIRECT DEBIT PAYMENT OF \$2,650.63 WILL BE
CHARGED TO ACCOUNT 000086608- 0000480807363 ON
04/10/2022 AS PER OUR AGREEMENT.**

271/04/19/M01253/S002059/I004117

see reverse for transaction details

Transaction record for: Billing account

Date	Amount A\$	Details	Reference
5 Sep 2022	\$3,226.85 CR	DIRECT DEBIT PAYMENT	74557042245
Total for this Period:	\$3,226.85 CR		



NAB Telephone Banking: transfer funds by phone from your nominated NAB accounts to your NAB Business Visa account. Phone 1300 498 594, between 7am and 9pm AEST, Monday to Friday, 8am and 6pm AEST, Saturday and Sunday



NAB Internet Banking: transfer funds from your NAB cheque or savings account to your NAB Business Visa account using NAB Internet Banking at nab.com.au



Billers Code: 1008. Ref: Select the card number you are making the payment to. Contact your participating bank, credit union or building society to make this payment from your cheque or savings account. BPAY payments may be delayed until the next banking business day, due to processing cut-off times. Maximum BPAY payment amount is AU \$100,000 per payment.

Cardholder summary

If you have recently switched to a new product or had a Lost/Stolen replacement of your card, your cardholder summary may not reconcile with the account balance. The closing balance in "Your Account Summary" section of this statement reflects your correct balance and amount payable. Please login to your Internet Banking or NAB Connect account to review your most up to date transaction listing.

Cardholder account	Cardholder name	Credit limit	Payments and other credits (A)	Purchases and cash advances (B)	Interest and other charges (C)	Net Totals (B + C - A)
4557-0455-3794-2934	MRS REBECCA LOUISE M	\$10,000	\$0.00	\$2,632.63	\$9.00	\$2,641.63
4557-0455-3822-0801	MR AARON GARTH WOOLD	\$5,000	\$0.00	\$0.00	\$9.00	\$9.00
4557-0498-0002-7159	BILLING ACCOUNT	\$0	\$3,226.85 CR	\$0.00	\$0.00	\$3,226.85 CR
			\$3,226.85 CR	\$2,632.63 DR	\$18.00 DR	\$576.22 CR

Transaction type

Purchase

Annual percentage rate

0.000%

Daily percentage rate

0.00000%



Statement for

NAB Business Visa

NAB Commercial Cards Centre - GPO Box 9992 Melbourne Victoria 3001

Tel 1300 498 594 8am - 8pm AEST & AEDT Monday to Friday, 9am - 6pm AEST

AEDT Saturday and Sunday

Fax 1300 363 658

Lost & Stolen Cards: 1800 033 103 (24 hours, 7 days a week)

Cardholder Details

Cardholder Name: MRS REBECCA LOUISE MCCALL
Account No: 4557 0455 3794 2934
Statement Period: 30 August 2022 to 28 September 2022
Cardholder Limit: \$10,000

Transaction record for: MRS REBECCA LOUISE MCCALL

Date	Amount A\$	Details	Explanation	Amount NOT subject to GST	Amount subject to GST	GST component (1/11th of the amount subject to GST)	Reference
2 Sep 2022	\$61.00	SHIRE DOWERIN DOWERIN	Rate change - Hiloix & Fortuna - Do I				04120766082
2 Sep 2022	\$686.00 ✓	IKEA PTY LTD TEMPE	Chairs x 2 for front office				74564452244
5 Sep 2022	\$775.00	EXETEL PTY LTD NORTH SYDNEY	Corporate internet - recurring charge				74564722245
8 Sep 2022	\$11.00 ✓	Bear Pantry Dowerin	Coffees/refreshments - CEO				74773882250
9 Sep 2022	\$150.00 ✓	BUNNINGS GROUP LIMITED HAWTHORN EAST	Bunnings Gift Card for Chris Stojich				74940522250
12 Sep 2022	\$21.99 ✓	ADOBE ACROPRO SUBS ADOBE.LY/ENAU	Subscription for software				74069882251
14 Sep 2022	\$356.10 ✓	AMAZON MARKETPLACE AU SYDNEY SOUTH	1x Double door locks Ego Cbo				74201332256
15 Sep 2022	\$190.00 ✓	WHEATBELTBN MERREDIN	Wheatbelt Business Awards Dinner Tickets x 2				74201332257
19 Sep 2022	\$21.99 ✓	ADOBE ACROPRO SUBS ADOBE.LY/ENAU	Software subscription Cbo Ego				74069882259

Continued next page

27/10/19/MD1254/S002060/1004119

Transaction record for: MRS REBECCA LOUISE MCCALL (continued)

Date	Amount A\$	Details	Explanation	Amount NOT subject to GST	Amount subject to GST	GST component (1/11th of the amount subject to GST)	Reference
20 Sep 2022	\$150.00 ✓	TELSTRA PREPAID MELBOURNE	Cr Hudson iPad recharge				01182986007
23 Sep 2022	\$38.10 ✓	Bear Pantry Dowerin					74773882264
23 Sep 2022	\$171.45 ✓	Crown Promenade Perth Burswood	President accommodation for LG Convention 2022				74773882264
28 Sep 2022	\$9.00 ✓	CARD FEE	NAB Visa Card Fee				74557042271
Total for this period	\$2,641.63		Totals				

Employee declaration

I verify that the above charges are a true and correct record in accordance with company policy

Cardholder signature:

Sharon R. Lepp

Date:

11/10/22

NAB Business Visa

NAB Commercial Cards Centre - GPO Box 9992 Melbourne Victoria 3001

Tel 1300 498 594 8am - 8pm AEST & AEDT Monday to Friday, 9am - 6pm AEST ;
AEDT Saturday and Sunday

Fax 1300 363 658

Lost & Stolen Cards: 1800 033 103 (24 hours, 7 days a week)

Cardholder Details

Cardholder Name: MR AARON GARTH WOOLDRIDGE
 Account No: 4557 0455 3822 0801
 Statement Period: 30 August 2022 to 28 September 2022
 Cardholder Limit: \$5,000

Transaction record for: MR AARON GARTH WOOLDRIDGE

Date	Amount A\$	Details	Explanation	Amount NOT subject to GST	Amount subject to GST	GST component (1/11th of the amount subject to GST)	Reference
28 Sep 2022	\$9.00	CARD FEE	Card Fee				74557042271
Total for this period	\$9.00		Totals				

Employee declaration

I verify that the above charges are a true and correct record in accordance with company policy

Cardholder signature: _____

Date: 11.10.22


 11/10/22

POLICY NUMBER	- 1.7
POLICY SUBJECT	- 1.7 Council Meetings
DATE ADOPTED	- 17 December 2019 (CMRef 0111)
RESPONSIBLE OFFICER	- Executive & Governance Officer
REVIEWED	- 21 April 2020 (CMRef 0178) 24 October 2022

Objective

To ensure that Council and the community are aware in advance of when Ordinary Meetings of Council will take place.

Policy

Ordinary Meetings of Council shall be held on the third Tuesday of each month commencing at ~~24~~.00pm.

In accordance with Regulation 12 of the *Local Government (Administration) Regulations 1996* the Chief Executive Officer is to present an Item to Council no later than December each year requesting Council confirm the dates for the Ordinary Meetings of Council for the following year.

When considering the Ordinary Meetings of Council dates for the following year, Council will make a determination on whether or not to conduct a meeting in January.

Roles and Responsibilities

Councillors

Councillors have the responsibility of ensuring they understand and comply with the requirements of this policy.

Chief Executive Officer

The Chief Executive Officer has responsibility to ensure this policy is implemented.

Executive & Governance Officer

The Executive & Governance Officer has responsibility to ensure this policy is reviewed and presented to Council for consideration.

Related Documentation

Nil

Related Legislation/Local Law/Policy/Procedure

Local Government Act 1995

Local Government (Administration) Regulations 1996

Standing Orders Local Law

Related Delegation

Nil

Document Control	
<u>Policy Number</u>	<u>1.7</u>

<u>Policy Version</u>	<u>3</u>
<u>Policy Owners</u>	<u>Chief Executive Officer</u>
<u>Creation Date</u>	<u>17 December 2019 (CMRef 0111)</u>
<u>Last Review Date</u>	<u>21 April 2020 (CMRef 0178)</u> <u>24 October 2022</u>
<u>Next Review Due</u>	<u>This policy will be reviewed annually or more often where circumstances require.</u>

Integrated Strategic Plan

Shire Priorities

Quarterly Report – October 2022



Status Legend

Not Commenced	●
In Progress	●
Completed	●

1 Our Community – “We live in a diverse, healthy, safe and connected community”

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25	Status	Quarterly Update
1.1	Provide access to programs and services that connect residents and meet the needs of our community	1.1.1	Continue to advocate, support and value service delivery to our community	✓	✓	✓	✓	●	No change to current levels of service delivery.
		1.1.2	Source funding and co-ordinate delivery on initiatives that support arts, culture, and learning	✓	✓	✓	✓	●	Lotterywest grant application approved for 2022/23 community event program; Hosting of Thank a Volunteer.
		1.1.3	Actively work with our community to strengthen relations to enhance safety, wellbeing, and a sense of belonging	✓	✓	✓	✓	●	Community stakeholder relations ongoing.
1.2	Support and maintain facilities that connect people, and promote an active and healthy community	1.2.1	Review and action the Shire Disability Access and Inclusion Plan (DAIP)	✓	✓	✓	✓	●	Reported Stewart Street footpath trip hazards repaired.
		1.2.2	Establish service levels in line with community expectations, budget, and workforce capacity	✓	✓	✓	✓	●	Service level workshops scheduled for early 2023,
.3	Encourage and support volunteers and community groups to strengthen an active volunteer base	1.3.1	Partner with community groups to develop and implement viable volunteer models	✓	✓	✓	✓	●	Working group established to lead review of community structure in consultation with community groups; yet to hold first meeting.
		1.3.2	Advocate and support volunteer networks to expand the volunteer base across the region with a focus on continuous improvement	✓	✓	✓	✓	●	Advocacy and support ongoing.

		1.3.3	Continue to share and provide resources to community groups to encourage the capability and capacity of volunteers	✓	✓	✓	✓	●	Support and assistance provided upon request.
1.4	Boost and continue to support the youth of Dowerin through projects, workshops, funding opportunities and promotion of youth leadership	1.4.1	Implement actions from the Youth Plan	✓	✓	✓	✓	●	<p>Planning underway to implement action 3.1.1 Skate Park Redevelopment; youth consultation part 2 finalised; waiting for concept design.</p> <p>Funding secured and planning underway to implement action 1.1 Encourage skill and development training and action 3.1 Engage with young people in the development of public spaces and community Facilities; Street Banner Project</p> <p>Implementation of action 2.2 Facilitate increased training and employment opportunities for young people; hosting of 2 school workplace placements</p> <p>Action 1.1 Encourage skill development and training, Supporting student Solar Bench Project.</p>
		1.4.2	Maintain a strong supportive relationship with the Dowerin District High School to encourage youth development	✓	✓	✓	✓	●	Supportive relationship in place.

2 Our Economy - "We are an attractive location to invest, live, play, visit and work"

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25	Status	Quarterly Update
2.1	Attract investment, create jobs, and support small business growth	2.1.1	Proactively support the Dowerin Business Association and in partnership deliver identified initiatives	✓	✓	✓	✓	●	Continue as silent administrator of DBA; Assisted planning Town Team Project 2 and working on sourcing funding.
		2.1.2	Identify opportunities and strategies for attracting new businesses and expanding existing businesses	✓	✓	✓	✓	●	Investment opportunities advertised on Shire website.
		2.1.3	Identify and implement initiatives to attract and retain population	✓	✓	✓	✓	●	Campaigns to date broadly promote Dowerin.

		2.1.4	Implement a Marketing Plan that promotes the lifestyle and opportunities within Dowerin	✓	✓	✓	✓	●	Shire website promotes Dowerin's lifestyle opportunities; Utilisation of Dowerin Brand for marketing purposes; Engaged Ben Whitsed to supply pictorial content for marketing purposes.
2.2	Encourage, promote, and deliver activities and events that promote our region	2.2.1	Promote and develop tourism and maintain local attractions	✓	✓	✓	✓	●	Refurbishment of Tin Dog Walk & Bird Hide progressing; Visitor Servicing refurbishment finalised; Participated in AGO and Wheatbelt Way campaigns;
		2.2.2	Investigate and implement opportunities to further develop Dowerin Short Stay Accommodation	✓	✓	✓	✓	●	Implementation of SSA marketing plan ongoing.
		2.2.3	Partner with NEWTravel and Pioneer's Pathway to promote the region as a great place to visit	✓	✓	✓	✓	●	Continued liaison & product development with Wheatbelt Way and Pioneers' Pathway to promote region. Implementation of Storytown podcast project across Pioneers' Pathway and Wheatbelt Way.

3 Our Infrastructure - "We have functional infrastructure that meets the needs of the community"

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25	Status	Quarterly Update
3.1	Work with regional partners to advocate for improved services, energy reliability and telecommunications coverage	3.1.1	Advocate for solutions to mobile blackspots and expansion of the NEWROC telecommunications network	✓	✓	✓	✓	●	Dowerin - Meckering & Hindmarsh Back Roads; first priority blackspot area received funding for 2022/23 and 2023/24. Surveying completed and design underway. Solution and second priority blackspot area identified, however deemed not appropriate or value for money for the Dowerin community.
		3.1.2	Advocate and seek funding for renewable power, emergency back-up and a micro-grid that will complement current and sustainable power supplies within the region	✓	✓	✓	✓	●	Difficulties encountered to progress priority project through NEWROC due to State policy and cost.
3.2	Sustainably manage assets and infrastructure	3.2.1	Review and implement the Shire Strategic Resource Plan	✓	✓	✓	✓	●	Asset Management Plan adopted. Long Term Financial Plan in draft, near completion.






		3.2.2	Review Shire facilities and develop a Community Facilities and Property Plan	✓				●	Draft in place.
		3.2.3	Develop and implement a Masterplan for the upgrade of public spaces		✓	✓	✓	●	Due to commence in 22/23
3.3	Housing meets existing and future community need for families and workers	3.3.1	Investigate and implement opportunities for appropriate housing investment models for Dowerin		✓	✓	✓	●	Due to commence in 22/23

4 Our Natural Environment - *“We manage our natural environment appropriately to ensure a sustainable future for our community”*

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25	Status	Quarterly Update
4.1	Deliver a sustainable and progressive approach to natural resource and waste management	4.1.1	Develop and implement a Waste Management Strategy	✓	✓	✓	✓	●	Due diligence progressing; Contractor engaged to prepare Refuse Closure Management Plan.
		4.1.2	Develop and implement a Shire Water Management Plan	✓	✓	✓	✓	●	Scheduled completion June 2022 deferred until December 2023.
		4.1.3	Prepare management plans for Shire reserves		✓			●	Due to commence in 22/23.
		4.1.4	Develop and implement a Sewage Management Plan		✓	✓	✓	●	Not due to commence until 22/23.

5 Our Organisation - “We are recognised as a transparent, well governed, and effectively managed Local Government”

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25	Status	Quarterly Update
5.1	Engage proactively with our community and provide quality community service	5.1.1	Review and improve processes and systems to be more responsive to community needs and customer relations	✓	✓	✓	✓	●	Review deferred until 2023.
		5.1.2	Continue to uphold our Customer Service Charter	✓	✓	✓	✓	●	Ongoing.
		5.1.3	Undertake a community satisfaction survey every two years		✓		✓	●	Survey completed. Feedback to be provided to the community.
5.2	Operate ethically professionally and in a transparent manner to our community and stakeholders	5.2.1	Continue to review and develop policy and frameworks that reflects our values and decision-making outcomes	✓	✓	✓	✓	●	Ongoing.
		5.2.2	Improve communication to inform our community of decision-making criteria	✓	✓	✓	✓	●	Continue to implement Engagement Policy and Framework.
5.3	Ensure planning, reporting, and resourcing is in accordance with compliance and statutory requirements	5.3.1	Continue to implement and monitor the Integrated Planning and Reporting milestones	✓	✓	✓	✓	●	Monitoring continues through quarterly reports.
		5.3.2	Continue to improve compliance with statutory and regulatory requirements	✓	✓	✓	✓	●	Ongoing.
		5.3.3	Continue to foster a respectful, strong and supportive organisational culture	✓	✓	✓	✓	●	Ongoing.
5.4	Advocate and lobby effectively on behalf of our community	5.4.1	Maximise the ability to advocate with members of Great Eastern Country Zone, North Eastern Wheatbelt Regional Organisation of Councils (NEWROC), and the WA Local Government Association	✓	✓	✓	✓	●	Ongoing.

		5.4.2	Increase collaboration amongst stakeholders and surrounding local governments to identify opportunities that will improve local and regional service delivery						Ongoing.
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Shire of Dowerin

Risk Dashboard Report - September 2022

<u>Asset Management Practices</u>			Risk	Control
			Moderate	Adequate
Failure or reduction in service of infrastructure assets, plant, equipment or machinery. These include fleet, buildings, roads and playgrounds and all other assets during their lifecycle from procurement to disposal.				
Actions	Due Date	Responsibility		
Revaluation of Road Assets	N/A	CEO		
Update RAMM Annually	Jun-23	CEO		
Link Building Maintenance Schedule to AMP	Sep-22	DCEO		
Review Asset Management Plan	Completed	CEO & DCEO		
Review LTFP and Link to AMP	Sep-22	DCEO		
Review Fuel Stock Control System	Feb-21	CEO / DCEO / AWC		
Review Fuel Stock Control System	Sep-22	DCEO		
Implement New Fuel Stock Control System	Completed	CEO / DCEO / AWC		

<u>Document Management Processes</u>			Risk	Control
			Moderate	Adequate
Failure to adequately capture, store, archive, retrieve, provide or dispose of documentation.				
Actions	Due Date	Responsibility		
Investigate Upgrades Required to Archive Room to Improve Compliance With SRO	Completed	DCEO		
Refurbishment of Archive Room to Improve Compliance	Completed	CEO		
Review Sharepoint System	Dec-22	DCEO		
Review Information Management Framework	Dec-22	DCEO		
Information Management Staff Training	Ongoing	DCEO		
Review Record Keeping Plan	Completed	DCEO		

<u>Environment Management</u>			Risk	Control
			Moderate	Adequate
Inadequate prevention, identification, enforcement and management of environmental issues.				
Actions	Due Date	Responsibility		
Develop Waste Water Management Plan & Program	Jun-23	CEO		
Develop Waste Management Plan & Program	Jun-23	CEO		
Complete Audit of Sewage System	Completed	CEO		
Address Compliance of Waste Management	Ongoing	CEO		
Address Compliance of Waste Water Re-Use	Sep-22	CEO		

<u>Management of Facilities / Venues / Events</u>			Risk	Control
			Low	Adequate
Failure to effectively manage the day to day operations of facilities, venues and / or events.				

<u>Business Disruption</u>			Risk	Control
			Moderate	Adequate
Failure to adequately prepare and respond to events that cause disruption to the local community and / or normal business activities. This could be a natural disaster, weather event, or an act carried out by an external party (e.g. sabotage / terrorism).				
Actions	Due Date	Responsibility		
Annual LEM Exercise Undertaken	Jun 23	CEO		
Review Business Continuity Plan	Aug 24	CEO		
Business Continuity Plan Drill to be Undertaken Annually	Dec 22	CEO & DCEO		
Develop IT Disaster Recovery Plan	Dec 22	DCEO		
Fire Breaks Inspected and Enforced Annually	Nov 22	DCEO		
Fire Fighting Equipment Maintained and Serviced Annually	Sep 22	CEO		
Wardens (Internal) - Training of New Wardens	Completed	CEO & DCEO		
Admin Generator Maintained and Serviced	Monthly	CEO		
Review Managing Emergencies in Shire Facilities	Jun 22	CEO & DCEO		

<u>Employment Practices</u>			Risk	Control
			Moderate	Adequate
Failure to effectively manage and lead human resources (full-time, part-time, casuals, temporary and volunteers).				
Actions	Due Date	Responsibility		
Develop a Health and Wellbeing Program	Aug-22	CEO & DCEO		
Review Workforce Plan	Dec-22	CEO & DCEO		
Create Checklist for Human Resource Management Framework	Dec-22	CEO & DCEO		
Update Training Register & Develop 2022/2023 Training Program	May-22	CEO & DCEO		
Review Staff Induction Process	Mar-20	DCEO		
Conduct Annual Drivers License Checks	Annually in Apr	DCEO		
Conduct Annual Performance Reviews	Annually in Apr	CEO & DCEO		

<u>Errors, Omissions & Delays</u>			Risk	Control
			Moderate	Adequate
Errors, omissions or delays in operational activities as a result of unintentional errors or failure to follow due process including incomplete, inadequate or inaccuracies in advisory activities to customers or internal staff.				
Actions	Due Date	Responsibility		
Review Employee Code of Conduct	Jul-22	CEO & EGO		
Review and Document Organisations Controls and Systems	Ongoing	CEO & DCEO		
Centralise Checklists, Controls and Procedures	Dec-22	CEO & DCEO		
Review Customer Service Complaints & Request Process to include Snap Send Solve	Dec-22	DCEO		

<u>IT or Communication Systems and Infrastructure</u>			Risk	Control
			Moderate	Adequate
Disruption, financial loss or damage to reputation from a failure of information technology systems. Instability, degradation of performance, or other failure of IT or communication system or infrastructure causing the inability to continue business activities and provide services to the community. This may or may not result in IT Disaster Recovery Plans being invoked.				

<u>Failure to fulfil Compliance Requirements</u>			Risk	Control
			Moderate	Adequate
Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This includes, new or proposed regulatory and legislative changes, in addition to the failure to maintain updated internal & public domain legal documentation.				
Actions	Due Date	Responsibility		
Document Governance Framework	Dec-22	CEO & EGO		
Continue Implementation of Training Program for Councillors and Staff	Ongoing	CEO, DCEO & EGO		
Review Councillor Induction Manual - Every 2 Years	Sep-23	EGO		
Review Human Resource Management Framework	Dec-22	CEO & DCEO		
Review Information Management System	Dec-22	DCEO		
End of Year Financial Audit - Prepare	Sep-22	DCEO		
Interim Audit Finding 30 June 2022 - Response to Findings	Dec-22	DCEO		
Interim Audit Finding 30 June 2020 - Review of AMP & LTFP	Dec-22	DCEO		

<u>Engagement Practices</u>			Risk	Control
			Moderate	Adequate
Failure to maintain effective working relationships with the Community (including local Media), Stakeholders, Key Private Sector Companies, Government Agencies and / or Elected Members. This includes activities where communication, feedback or consultation is required and where it is in the best interests to do so.				
Actions	Due Date	Responsibility		
Review Community Complaints, Feedback & Request Handling Process	Dec-22	CEO & DCEO		
Review Community Engagement Policy & Framework	Dec-22	CEO, DCEO & CDO		
Conduct Community Satisfaction Survey	Sep-24	CEO & CDO		
Review Process For Customer Response Requests	Dec-22	DCEO		
Review Customer Service Charter (every two years)	As Required	DCEO		
Review Customer Service Charter (every two years)	Sep-24	EGO		
Update Complaint Register (in accordance to Act)	As Required	DCEO		

<u>External Theft & Fraud (Including Cyber)</u>			Risk	Control
			Moderate	Adequate
Loss of funds, assets, data or unauthorised access, (whether attempted or successful) by external parties, through any means (including electronic).				
Actions	Due Date	Responsibility		
Review Access Controls to Include Key Register	No Date	CEO & DCEO		
Photographic Record of Minor Assets & Align With Minor Assets Register	Dec-22	DCEO		
Implement Quarterly Schedule For Changing Passwords	Ongoing	DCEO		
Review Security and Storage of Records	Aug-22	DCEO		
Document Financial Management System	Dec-22	DCEO		

<u>Misconduct</u>			Risk	Control
			Moderate	Adequate
Intentional activities intended to circumvent the Code of Conduct or activities in excess of authority, which circumvent endorsed policies, procedures or delegated authority.				

Shire of Dowerin Risk Dashboard Report - September 2022

Actions	Due Date	Responsibility
Develop Event Management Framework	Dec-22	CDO
Develop Reserves Management Register	Completed	DCEO
Create Inspection and Maintenance Schedules for Event Equipment	Dec-22	CDO
Undertake Community Facilities Review	Aug-22	CEO & CDO
Public Buildings Inspected Annually for Compliance	Oct-22	CEO

Actions	Due Date	Responsibility
Develop IT Disaster Recovery Plan	Dec-22	DCEO
Review IT Management Service Level Agreement	Jan-24	DCEO
Document IT Infrastructure Replacement Program	Dec-22	DCEO
Develop Secure Password Procedure	Dec-22	DCEO
Develop Secure Password Procedure	Completed	DCEO
Replacement of Phone System	Sep-21	DCEO
Document IT System Access Framework	Jun-21	DCEO

Actions	Due Date	Responsibility
Review and Document Organisations Controls and Systems	Ongoing	CEO & DCEO
Centralise Checklists, Controls and Procedures	Jun-21	CEO & DCEO
Review Fuel Stock Control and Process	Dec-22	DCEO
Present Regulation 17 Review to Audit & Risk Committee - Every 3 Years	Dec-22	CEO
Review Purchasing Policy & Procurement Process	Dec-22	DCEO
Review Social Media Policy 3.11	Dec-22	EGO
Review Code of Conduct (Councillor)	Feb-23	CEO & EGO
Conduct Drivers Licence Check Annually	April Annually	CEO & DCEO

Project / Change Management	Risk	Control
	Moderate	Adequate
Inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time delays or scope changes.		
Actions	Due Date	Responsibility
Develop Project Management Methodology and Framework	Dec-22	DCEO
Review Communication and Engagement Framework	Dec-22	CEO & CDO

Safety and Security Practices	Risk	Control
	Moderate	Adequate
Non-compliance with the Occupation Safety & Health Act, associated regulations and standards. It is also the inability to ensure the physical security requirements of staff, contractors and visitors. Other considerations are negligence or carelessness.		
Actions	Due Date	Responsibility
Review Hazard Register	Annually	CEO & DCEO
Update Staff Training Register	Ongoing	CEO & DCEO
Conduct Quarterly Workplace Inspections	Quarterly	CEO
Safe Work Method Statements (SWMS) Library	May-22	CEO
Assess Shire Building and Facility Safety and Security	Oct-22	CEO
Develop Isolated Worker Management Procedure	Oct-22	CEO
Re-Establish OSH Committee & Conduct Monthly Meetings	Monthly	CEO
Review Managing Emergencies In Shire Facilities	Mar-23	CEO & DCEO
Conduct Annual BCP and LEMC Drills	Dec-22	CEO
Review Contractor Inductions and Register	Jun-22	CEO

Supplier / Contract Management	Risk	Control
	Moderate	Adequate
Inadequate management of external Suppliers, Contractors, IT Vendors or Consultants engaged for core operations. This includes issues that arise from the ongoing supply of services or failures in contract management & monitoring processes.		
Actions	Due Date	Responsibility
Review Purchasing Policy	Completed	CEO & DCEO
Develop Standardised Contracts	Ongoing	CEO & DCEO
Document Financial Controls	Ongoing	DCEO
Develop Appropriate Financial Reporting Tools	Ongoing	DCEO
Develop Centralised Contract Management System	Ongoing	CEO & DCEO

Asset Management Practices

Sep-22

Risk Context

Failure or reduction in service of infrastructure assets, plant, equipment or machinery.
These include fleet, buildings, roads and playgrounds and all other assets during their lifecycle from procurement to disposal.

Areas included in the scope are;
-Inadequate design (not fit for purpose)
-Ineffective usage (down time)
-Outputs not meeting expectations
-Inadequate maintenance activities.
-Inadequate financial management and planning (capital renewal plan).
It does not include issues with the inappropriate use of the Plant, Equipment or Machinery. Refer Misconduct.

Potential causes include;

Skill level & behaviour of operators	Unavailability of parts
Lack of trained staff	Lack of timely& appropriate maintenance / inspections
Outdated equipment	Unexpected breakdowns
Insufficient budget to maintain or replace assets	

Key Controls	Type	Last Reviewed	Rating
Roads Maintenance Program	Preventative	Sep-22	Adequate
Road Asset Management Program (RAMM)	Preventative	Jul-22	Adequate
Fleet and Plant Maintenance Program	Preventative	Sep-22	Adequate
Building Maintenance Program	Preventative	Jun-22	Adequate
Asset Management Plan	Preventative	Sep-22	Adequate
Plant Replacement Program	Preventative	Sep-22	Adequate
Sewerage Maintenance Plan & Program	Preventative	Oct-19	Inadequate
Road Strategy	Preventative	Jun-21	Adequate
Stock Control Systems (Fuel)	Preventative	Jun-21	Adequate
Overall Control Ratings:			Adequate

Actions (Treatments)	Due Date	Responsibility
Revaluation of Road Assets	N/A	CEO
Revaluation of Sewerage System	Dec-22	CEO
Revaluation of Other Infrastructure (New Action)	Completed	DCEO
Revaluation of Land & Buildings (New Action)	Apr-23	CEO
Update RAMM Annually	Jun-23	CEO
Link Building Maintenance Schedule to AMP	Sep-22	DCEO
Review Asset Management Plan	Completed	CEO & DCEO
Review LTFP and Link to AMP	Sep-22	DCEO
Review Fuel Stock Control System	Completed	CEO
Implement New Fuel Stock Control System	Completed	DCEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Asset Renewal Funding Ratio	95%-105%	92%	Worsening
Asset Consumption Ratio	60%-75%	59%	Worsening
Asset Sustainability Ratio	90%-110%	69%	Worsening
AMP & LTFP	Reviewed Annually	Not Completed	Improving
Accidents and / or Damage to Property	<2 Per Quarter	10 for Quarter	Improving

Residual Risk Rating

Consequence Category	Risk Ratings	Rating
Financial	Consequence:	Moderate (3)
	Likelihood:	Possible (3)
	Overall Risk Ratings:	Moderate

Objective:

Maintain assets at a suitable level from procurement to disposal.

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
	Yes	Yes	Yes	Yes	No	
CEO	Yes	Yes	Yes	Yes	No	
CEO	Yes	Partial	Partial	No	No	
CEO	Yes	Yes	Partial	Yes	No	
DCEO	Yes	Yes	Partial	Partial	No	
CEO	Yes	Yes	Yes	Yes	No	
CEO	No	No	No	No	No	
CEO	Yes	Yes	Yes	Yes	No	
DCEO	Partial	Partial	Partial	Partial	Partial	Current system subject to fraud

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Completed			Completed 2020; FM Regulation no longer requires revaluation
Dec-22	Apr-22		Draft Report provided to management for comment (5 year revalue cycle)
			Onsite inspection carried out; report due mid July 2022 (5 year revalue cycle)
			Revalue cycle every 5 years in accordance to FM Regulations
			Data updated in RAMMS; 22/23 program to be loaded throughout year
Dec-20	Apr-21	Jun-22	Postponing until updated AMP is finalised
Mar-20	Dec-20	Apr-22	Adopted September 2023
Jun-20	Feb-21	Apr-22	Draft reviewed AMP & LTFP currently link; data needs to be cross referenced
Completed			Review identified control deficiencies
Nov-20	Feb-21	Sep-22	

KPI / Action Data			
2021	2020	2019	Comments
92%	140%	135%	Rate annually in December
59%	60%	95%	Rate annually in December
69%	83%	143%	Rate annually in December
			AMP adopted; LTFP in draft
8	4		Result December 2020 - 8; Rate annually in December

Additional / Final Comments

Reviewed by Management Team - September 2022

Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies

Business & Community Disruption

Sep-22

Risk Context
Failure to adequately prepare and respond to events that cause disruption to the local community and / or normal business activities. This could be a natural disaster, weather event, or an act carried out by an external party (e.g. sabotage / terrorism).
This includes; -Lack of (or inadequate) emergency response / business continuity plans. -Lack of training for specific individuals or availability of appropriate emergency response. -Failure in command and control functions as a result of incorrect initial assessment or untimely awareness of incident. -Inadequacies in environmental awareness and monitoring of fuel loads, curing rates etc <i>This does not include disruptions due to IT Systems or infrastructure related failures - refer "Failure of IT & communication systems and infrastructure".</i>

Potential causes include;	
Cyclone, storm, fire, earthquake	Extended utility outage
Terrorism / sabotage / criminal behaviour	Economic factors
Epidemic / pandemic	Loss of key staff
Loss of suppliers	Loss of key infrastructure

Key Controls	Type	Last Reviewed	Rating
Local Emergency Management Arrangements (LEMA)	Preventative	Oct 19	Adequate
Business Continuity Plan	Preventative	Aug 22	Adequate
Manaing Emergenceis in Shire Facilities	Preventative	Dec 16	Adequate
Overall Control Ratings:			Adequate

Actions (Treatments)	Due Date	Responsibility
Annual LEM Exercise Undertaken	Jun 23	CEO
Review Business Continuity Plan	Aug 24	CEO
Business Continuity Plan Drill to be Undertaken Annually	Dec 22	CEO & DCEO
Develop IT Disaster Recovery Plan	Dec 22	DCEO
Fire Breaks Inspected and Enforced Annually	Nov 22	DCEO
Fire Fighting Equipment Maintained and Serviced Annually	Sep 22	CEO
Wardens (Internal) - Training of New Wardens	Completed	CEO & DCEO
Admin Generator Maintained and Serviced	Monthly	CEO
Review Managing Emergencies in Shire Facilities	Jun 22	CEO & DCEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Missed LEMC Committee Meetings	1 per annum	2	Worsening
Number of Firebreak Infringements Issued	5 per annum	2	Improving
LEM Annual Exercise Undertaken	1 per annum	1	Improving
BCP Annual Excerise Undertaken	1 per annum	1	Improving

Residual Risk Rating		
Consequence Category	Risk Ratings	Rating
Service Interruption; Reputation; Financial	Consequence:	Moderate (3)
	Likelihood:	Possible (3)
	Overall Risk Ratings:	Moderate

Objective:To continue delivery of critical services at acceptable levels following a disruption

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO	Yes	Yes	Yes	Yes		Fraud not relevant
CEO	Yes	Yes	Yes	Yes		Fraud not relevant
CEO	Yes	Yes	Yes	Yes		Fraud not relevant

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Apr-20	Completed		Completed June 2022; Next due June 2023
Feb-21	Completed		Reviewed August 2022; Next due August 2024
Oct-19	Completed		COVID-19 response treated as BCP exercise; Next due Dec 2022
Dec-20	Jun-21	Dec-22	Deferred until DCEO can review IT system & controls
Completed			Inspected November 2021
N/A			Inspections completed; Next inspection Sept 2022
Oct-19	Jun-20	Jun-22	Training completed; Warden identifying tools and equipment in place
Monthly	NA	NA	Inspection completed; need to implement monthly monitoring system
Jun-20	Dec-21	Jun-22	Waiting for LGIS to confirm review date

KPI / Action Data			
2020	2021	2022	Comments
1	1	2	Only 2 meetings held due to no quorum
2	0		5 Infringements issued in 2019; 2 Infringements in 2020; 0 Infringements in 2021
Nil	Nil	1	Conducted June 2022
1	1	1	COVID-19 response treated as BCP exercise

Additional / Final Comments
Reviewed by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies

Failure to fulfil Compliance Requirements (Statutory and Regulatory)	Sep-22
Risk Context	
Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This includes, new or proposed regulatory and legislative changes, in addition to the failure to maintain updated internal & public domain legal documentation.	
It includes (amongst others) the Local Government Act, Planning & Development Act, Health Act, Building Act, Dog Act, Cat Act, Freedom of Information Act and all other legislative based obligations for Local Government.	
It does not include Occupational Safety & Health Act (refer "Inadequate safety and security practices") or any Employment Practices based legislation (refer “Ineffective Employment practices”).	

Potential causes include;	
Lack of training, awareness and knowledge	Lack of Legal Expertise
Staff / Councillor Turnover	No Compliance Officer or person responsible for Compliance oversight and enforcement
Inadequate record keeping / failure of corporate electronic systems	Breakdowns in the tender or procurement process
Ineffective policies & processes	Ineffective monitoring of changes to legislation

Key Controls	Type	Last Reviewed	Rating
Governance Management Framework	Preventative	Ongoing	Adequate
Information Manangement System	Preventative	Unknown	Adequate
Human Resource Management Framework	Preventative	Ongoing	Adequate
Access to Accurate & Current Legislation & Regulations	Preventative	Ongoing	Adequate
Governance Calendar	Preventative	Ongoing	Adequate
Council & Staff Inductions	Preventative	Ongoing	Adequate
Overall Control Ratings:			Adequate

Actions (Treatments)	Due Date	Responsibility
Document Governance Framework	Dec-22	CEO & EGO
Continue Implementation of Training Program for Councillors and Staff	Ongoing	CEO, DCEO & EGO
Review Councillor Induction Manual - Every 2 Years	Sep-23	EGO
Review Human Resource Management Framework	Dec-22	CEO & DCEO
Review Information Management System	Dec-22	DCEO
End of Year Financial Audit - Prepare	Sep-22	DCEO
Interim Audit Finding 30 June 2022 - Response to Findings	Dec-22	DCEO
Interim Audit Finding 30 June 2020 - Review of AMP & LTFP	Aug-22	CEO & DCEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Financial and Performance Audit Qualifications	Unqualified Audit	Unqualified Audit	Improving
Compliance Audit Return	As per legislated	Compliant	Constant
Finanical Management System Review (Every 3 Years)	As per legislated	Compliant	Improving
CEO Regulation 17 Review (Every 3 Years)	As per legislated	Compliant	Improving
Freedom of Information Statistical Return	As per legislated	Compliant	Improving
Annual Waste & Recycling Data Reporting	As per legislated	Compliant	Improving
Regulation 53 of Building Regulations 2021 (Pool Inspections)	As per legislated	Compliant	Worsening
Food Act 2008 & Public Health Act 2016 Reporting	As per legislated	Compliant	Improving

Residual Risk Rating		
Consequence Category	Risk Ratings	Rating
Compliance / Reputation / Financial	Consequence:	Moderate (3)
	Likelihood:	Possible (3)
	Overall Risk Ratings:	Moderate

Objective: Compliance with Statutory and Regulatory Local Government obligations, including the Local Government Act, Planning & Development Act, Health Act, Building Act and Freedom of Information Act
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Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Partial	Partial	Partial	Partial	No	
CEO; DCEO	Partial	Partial	Partial	Partial	No	
EGO	No	No	Yes	Yes	No	Documentation not required
EGO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	No	

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Dec-19	Jun-20	Jun-22	Progressing; Extended completion to Dec 22 to provide DCEO time to review
Ongoing			Progressing
Completed			Completed September 2021; Next review due September 2023
Ongoing	Feb-21	Jun-22	Progressing; Extended completion to Dec 22 to provide DCEO time to review
Dec-20	Feb-21	Dec-22	Progressing; Extended completion to Dec 22 to provide DCEO time to review
			Financials prepared and currently with Auditor
			Addressing findings in hand
Dec-20	Apr-21	Apr-22	AMP adopted September 2022; LTFP in draft

KPI / Action Data			
2020	2021	2022	Comments
Unqualified Audit	Unqualified Audit		Rated annually in December
Compliant	Compliant	Compliant	Completed February 2022; Rated annually in March
Not Rated	Not Rated		Last reviewed September 2019; Due September 2022 - scheduled for November 2022
Compliant	Not Rated		Last reviewed September 2019; Due December 2022
Compliant	Compliant	Compliant	Submitted July 2022; Rated annually in July
Compliant	Compliant	Compliant	Submitted October 2022; Rated annually in October
Not Rated	Non-Compliant		Due December 2021; Every 3 years; Inspections scheduled for November 2022
Compliant	Compliant		Rated annually in August; Next due August 2023

Additional / Final Comments
Reviewd by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies

Document Management Processes

Sep-22

Risk Context
Failure to adequately capture, store, archive, retrieve, provide or dispose of documentation.
This includes: -Contact lists -Procedural documents, personnel files, complaints -Applications, proposals or documents -Contracts -Forms or requests

Potential causes include;	
Incompatible systems	Outdated record keeping practices
Inadequate access and / or security levels	Lack of system/application knowledge
Inadequate Storage facilities (including climate control)	High workloads and time pressures
High Staff turnover	Standard Operating Policies not followed

Key Controls	Type	Last Reviewed	Rating
Information Management Framework	Preventative	Dec-20	Adequate
Governance Management Framework	Preventative	Ongoing	Adequate
Recordkeeping Plan	Preventative	Sep-22	Adequate
Overall Control Ratings:			Adequate

Actions (Treatments)	Due Date	Responsibility
Investigate Upgrades Required to Archive Room to Improve Compliance With SRO	Completed	DCEO
Refurbishment of Archive Room to Improve Compliance	Completed	CEO
Review Sharepoint System	Dec-22	DCEO
Review Information Management Framework	Dec-22	DCEO
Information Management Staff Training	Ongoing	DCEO
Review Record Keeping Plan	Completed	DCEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Information Management Framework	Reviewed Annually	Not Rated	Constant
Archives	As legislated	Compliant	Constant
Record Keeping Plan Completed	As legislated	Not Rated	Improving

Residual Risk Rating		
Consequence Category	Risk Ratings	Rating
Compliance / Reputation	Consequence:	Moderate (3)
	Likelihood:	Possible (3)
	Overall Risk Ratings:	Moderate

Objective: Adequately capture, store, archive, retrieve, provide and ultimately dispose of Shire documentation

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO	Partial	Partial	Partial	Partial	No	
CEO	Yes	Yes	Yes	Yes	No	
CEO	Yes	Yes	Partial	Yes	No	

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Completed			
Completed			
Jun-21	Dec-21	Apr-22	Progressing; Consultation engaged to implement stage 1
Jun-20	Jun-21	Jun-22	Progressing; Extended completion to Dec 22 to provide DCEO time to review
Ongoing			Form part of Induction Process
Jun-21	Dec-21	Jun-22	Completed

KPI / Action Data			
2020	2021	2022	Comments
Not Rated	Not Rated		Rate annually in December
Compliant	Compliant		Recorded & destroyed as per R&D Schedule; Rate annually in December
Not Rated	Non Compliant	Completed	RKP Compliant

Additional / Final Comments
Reviewed by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies.

Employment Practices

Sep-22

Risk Context
Failure to effectively manage and lead human resources (full-time, part-time, casuals, temporary and volunteers). This includes: -Not having appropriately qualified or experienced people in the right roles -Insufficient staff numbers to achieve objectives -Breaching employee regulations -Discrimination, harassment & bullying in the workplace -Poor employee wellbeing (causing stress) -Key person dependencies without effective succession planning in place -Industrial activity

Potential causes include;	
Leadership failures	Ineffective performance management programs or procedures
Key / single-person dependencies	Limited staff availability - labour market conditions
Poor internal communications / relationships	Inadequate induction practices
Ineffective Human Resources policies, procedures and practices	Inconsistent application of policies

Key Controls	Type	Last Reviewed	Rating
Workforce Plan	Preventative	May-19	Effective
Human Resource Management Framework	Preventative	May-19	Adequate
Overall Control Ratings:			Adequate

Actions (Treatments)	Due Date	Responsibility
Develop a Health and Wellbeing Program	Aug-22	CEO & DCEO
Review Workforce Plan	Dec-22	CEO & DCEO
Create Checklist for Human Resource Management Framework	Dec-22	CEO & DCEO
Update Training Register & Develop 2022/2023 Training Program	May-22	CEO & DCEO
Review Staff Induction Process	Mar-20	DCEO
Conduct Annual Drivers License Checks	Annually in Apr	DCEO
Conduct Annual Performance Reviews	Annually in Apr	CEO & DCEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Training Program (% Completed)	90% per annum	Not rated	
Absenteeism (% of Personal)	> 10 days per FTE	32%	
Absenteeism (% Unpaid Leave)	> 0 days per FTE	41%	
Employee Turnover (% Turnover Rate of Permanent Staff)	10%	Not rated	
Performance Reviews (% Completed)	100% per annum	100%	Improving
Annual Drivers Licenses (% Completed Checks)	100% per annum	100%	Improving
Workers Compensation Claims	< 1 per annum	0	Improving

Residual Risk Rating		
Consequence Category	Risk Ratings	Rating
Compliance / Health / Reputational / Financial	Consequence:	Moderate (3)
	Likelihood:	Possible (3)
	Overall Risk Ratings:	Moderate

Notes:

Australian Public Service Commission
.id informed decisions
CEMI (UWA)
National turnover 8.5%

Objective: Effective management and leadership of human resources (full-time, part-time, casual, temporary and volunteer).

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Partial	Partial	Partial	Partial	No	

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Dec-19	Jun-20	Mar-22	Draft program progressing
Apr-20	Mar-21	Jul-22	Carry out review once organisation restructure is finalised
Jun-20	Jun-21	Jun-22	Progressing; Extended completion to Dec 22 to provide DCEO time to review
Mar-20	Sep-20	Jun-22	Review underway
			Conducted check during performance review process in April 22
			Performance reviews conducted during April/May 22

KPI / Action Data			
2020	2021	2022	Comments
	Not Rated		Rate annually in July 202 Control not in place to rate indicator
	Not Rated	32%	Commenced rating for 2021/22 year
	Not Rated		Commenced rating for 2021/22 year
	Not Rated		KPI to be reviewed to consider tolerance and measure
100%	100%	100%	Rate annually in June
100%	100%	100%	Rate annually in June
2	4	2	Rate annually in June; 2020 cases (x2) closed in 2020/2021; 1 current cases

Additional / Final Comments
Reviewed by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies.

Engagement Practices

Sep-22

Risk Context	
Failure to maintain effective working relationships with the Community (including local Media), Stakeholders, Key Private Sector Companies, Government Agencies and / or Elected Members. This includes activities where communication, feedback or consultation is required and where it is in the best interests to do so. For example; -Following up on any access & inclusion issues -Infrastructure Projects -Local planning initiatives -Strategic planning initiatives <i>This does not include instances whereby Community expectations have not been met for standard service provisions such as Community Events, Library Services and / or Bus/Transport services.</i>	
Potential causes include;	
Relationship breakdowns with community groups	Short lead times
Leadership inattention to current issues	Miscommunication / poor communication
Inadequate documentation or procedures	Inadequate Regional or District Committee attendance.
Budget / funding issues	Inadequate involvement with, or support of community groups

Key Controls	Type	Last Reviewed	Rating
Community & Engagement Framework	Preventative	Sep-21	<i>Adequate</i>
Communication & Engagement Policy	Preventative	Sep-21	<i>Adequate</i>
Complaint Handling Process	Preventative	Jun-21	<i>Adequate</i>
Community Satisfaction Survey	Detective	Sep-22	<i>Adequate</i>
Customer Service Charter	Preventative	Sep-22	<i>Adequate</i>
Overall Control Ratings:			<i>Adequate</i>

Actions (Treatments)	Due Date	Responsibility
Review Community Complaints, Feedback & Request Handling Process	Dec-22	CEO & DCEO
Review Community Engagement Policy & Framework	Dec-22	CEO, DCEO & CDO
Conduct Community Satisfaction Survey	Sep-24	CEO & CDO
Review Process For Customer Response Requests	Dec-22	DCEO
Review Customer Service Charter (every two years)	Sep-24	EGO
Update Complaint Register (in accordance to Act)	As Required	DCEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Number Complaints from the Community Not Responded To	<3 per quarter	Not Rated	
Community Satisfaction Survey - Council Leadership within the Community	80% Satisfaction	70%	Worsening
Community Satisfaction Survey - How the community is consulted & informed about local issues	80% Satisfaction	56%	Worsening
Community Engagement Framework	Completed	Completed	Constant

Residual Risk Rating		
Consequence Category	Risk Ratings	Rating
Reputation	Consequence:	Minor (2)
	Likelihood:	Likely (4)
	Overall Risk Ratings:	Moderate

Objective:
Effective working relationships (communication, feedback & consultation) with the Community, local Media, Stakeholders, key Private Sector Companies, Government Agencies and Elected Members.

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO; CDO	Yes	Yes	Yes	Yes		Fraud not relevant
CEO; CDO	Yes	Yes	Yes	Yes		Fraud not relevant
CEO; CDO	Yes	Yes	Yes	Yes		Fraud not relevant
CEO; CDO	Yes	Yes	Yes	Yes		Fraud not relevant
CEO; CDO	Yes	Yes	Yes	Yes		Fraud not relevant

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Sep-19	Jun-20	Apr-22	Second review required to streamline processes; extended to Dec 2022
Jun-22			Review extended to Dec 2022
			Completed Septmeber 2022; next due Septemebr 2024
Jun-22			Conduct second review and align with complaints handling process
			Completed September 2022; Next due September 2024
			Register available on Shire website & update as required

KPI / Action Data			
2020	2021	2022	Comments
Not Rated	Not Rated		Rated annually in December; control to be identified to capture indicator
75%	Not Rated	70%	Rated biannually in December; Next due 2024
75%	Not Rated	56%	Rated biannually in December; Next due 2024
Not Rated	Completed		Rate in December

Additional / Final Comments
Reviewed by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies.

Environment Management	Sep-22
Risk Context	
Inadequate prevention, identification, enforcement and management of environmental issues.	
The scope includes;	
-Lack of adequate planning and management of coastal erosion issues.	
-Failure to identify and effectively manage contaminated sites (including groundwater usage).	
-Waste facilities (landfill / transfer stations).	
-Weed & mosquito / Vector control.	
-Ineffective management of water sources (reclaimed, potable)	
-Illegal dumping.	
-Illegal clearing / land use.	

Potential causes include;	
Inadequate management of landfill sites	Inadequate reporting / oversight frameworks
Lack of understanding / knowledge	Community apathy
Inadequate local laws / planning schemes	Differing land tenure (land occupancy or ownership conditions)
Prolific extractive industry (sand, limestone, etc.)	Competing land use (growing population vs conservation)

Key Controls	Type	Last Reviewed	Rating
Road Engineering & Subdivision Policy (4.4)	Preventative	May-19	Adequate
Waste Water Management Plan & Program	Preventative		Not Rated
Contaminated Sites Register	Preventative	Jun-22	Adequate
Waste Management Plan & Program	Preventative		Not Rated
Overall Control Ratings:			Adequate

Actions (Treatments)	Due Date	Responsibility
Develop Waste Water Management Plan & Program	Jun-23	CEO
Develop Waste Management Plan & Program	Jun-23	CEO
Complete Audit of Sewage System	Completed	CEO
Valuation of Sewage System	Jun-22	CEO
Address Compliance of Waste Management	Ongoing	CEO
Preparation of Refuse Site Closure Plan	Dec-22	CEO
Address Compliance of Waste Water Re-Use	Sep-22	CEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Annual Waste & Recycling Data Reporting	As per legislated	Completed	Constant
Satisfactory Water Sampling For Water Re-Use	100%	Completed	Constant
Asbestos Register	As per legislated	Maintained	Constant
Contaminated Site Register	As per legislated	Maintained	Constant

Residual Risk Rating		
Consequence Category	Risk Ratings	Rating
Environment / Reputation / Financial	Consequence:	Moderate (3)
	Likelihood:	Possible (3)
	Overall Risk Ratings:	Moderate

Objective: Effective management and protection of our environment
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Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO	Yes	Yes	Yes	Yes	No	
CEO	No	No	No	No	No	
CEO	Yes	Yes	Yes	Yes	No	
CEO	No	No	No	No	No	

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Dec-20	Jun-22		Deferred; not considered a priroity at present
Dec-20	Jun-21	Jun-22	Deferred; not considered a priroity at present
Completed			
Completed			
Ongoing			CEO to determine & identify any gaps
			Contractor engaged
Jun-21	Jun-22	Sep-22	Recycled Water Quality Management Plan in draft

KPI / Action Data			
2020	2021	2022	Comments
Submitted	Submitted	Submitted	Completed as per statutory requirements; Next due October 2022
100%	100%		Water sampling conducted monthly during irrigation season
Maintained	Maintained	Maintained	Last reviewed June 2021; Review annaully in June
Maintained	Maintained	Maintained	Maintained

Additional / Final Comments
Reviewed by Management Team - September 2022

Errors, Omissions & Delays

Sep-22

Risk Context

Errors, omissions or delays in operational activities as a result of unintentional errors or failure to follow due process including incomplete, inadequate or inaccuracies in advisory activities to customers or internal staff.

Examples include;
-Incorrect planning, development, building, community safety and Emergency Management advice
-Incorrect health or environmental advice
-Inconsistent messages or responses from Customer Service Staff
-Any advice that is not consistent with legislative requirements or local laws.
-Human error
-Inaccurate recording, maintenance, testing or reconciliation of data.
-Inaccurate data being used for management decision-making and reporting.
-Delays in service to customers
This excludes process failures caused by inadequate / incomplete procedural documentation - refer “Inadequate Document Management Processes”

Objective:

Minimal errors, omissions or delays in service delivery and advisory activities

Potential causes include;			
Human error	Incorrect information		
Inadequate formal procedures or training	Miscommunication		
Lack of trained staff	Work pressure / stress		
Unrealistic expectations from community, council or management	Health issues		
Poor use of check sheets / FAQ's	Lack of understanding		
Key Controls	Type	Date	Rating
Checklists and Documented Procedures	Preventative	Nov-19	Adequate
Complaints Register	Preventative	Nov-19	Adequate
Complaints Process	Recovery	Nov-19	Adequate
Councillor Information Bulletin	Preventative	Nov-19	Adequate
Customer Service Charter	Preventative	Nov-19	Adequate
Delegations & Register	Preventative	Nov-19	Adequate
Electronic Records - Sharepoint	Recovery	Nov-19	Adequate
External Communications (website, news articles)	Preventative	Nov-19	Adequate
External Consultants (ie. legal)	Preventative	Nov-19	Adequate
Customer Service Request Procedure	Preventative	Nov-19	Adequate
File Note/Documentation	Preventative	Nov-19	Adequate
Internal Communications (staff newsletter, regular meetings)	Preventative	Nov-19	Adequate
Performance Reviews	Preventative	Nov-19	Adequate
Qualified Building, Health & Planning Officers	Preventative	Nov-19	Adequate
Segregation of Duties (financial control)	Preventative	Nov-19	Adequate
Staff Inductions	Preventative	Nov-19	Adequate
Staff Training (formal & on-the-job)	Preventative	Nov-19	Effective
Council Motions Register	Preventative	Nov-19	Adequate

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO; DCEO	Partial	Partial	Partial	Partial	No	
CEO	Yes	Yes	Yes	Yes	No	
CEO	Yes	Yes	Yes	Yes	No	
CEO	Yes	Yes	Yes	Yes	No	
CEO	Yes	Yes	Yes	Yes	No	
CEO	Yes	Yes	Yes	Yes	Partial	
All Staff	Yes	Yes	Yes	Yes	No	
CEO; CDO	Yes	Yes	Yes	Yes	No	
CEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
SMT	Yes	Yes	Yes	Yes	No	
CEO; CDO	Yes	Yes	Yes	Yes	No	
SMT	Yes	Yes	Yes	Yes	No	
CEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
SMT	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
EGO	Yes	Yes	Yes	Yes	No	

Workforce Plan	Preventative	Nov-19	<i>Adequate</i>
<i>Overall Control Ratings:</i>			<i>Adequate</i>
Actions (Treatments)	Due Date		Responsibility
Review Employee Code of Conduct	Jul-22		CEO & EGO
Review and Document Organisations Controls and Systems	Ongoing		CEO & DCEO
Centralise Checklists, Controls and Procedures	Dec-22		CEO & DCEO
Review Customer Service Complaints & Request Process to include Snap Send Solve	Dec-22		DCEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Legal Claims	0	0	Constant
Number of Complaints Regarding Errors, Omissions or Delays (minor)	0	0	Constant
Number of Complaints Regarding Errors, Omissions or Delays (major)	0	0	Constant
Referral to SAT/Ombudsman/Public Sector Commission	0	0	Constant
Number of Complaints to Local Government Standards Panel	0	0	Constant
External Audit Qualification	Unqualified Audits	Unqualified Audit	Constant
Staff Training Target Met	90%	Not Rated	Constant

Residual Risk Rating		
<i>Consequence Category</i>	<i>Risk Ratings</i>	<i>Rating</i>
Reputation / Compliance	<i>Consequence:</i>	<i>Moderate (3)</i>
	<i>Likelihood:</i>	<i>Possible (3)</i>
	<i>Overall Risk Ratings:</i>	<i>Moderate</i>

CEO; DCEO	Yes	Yes	Yes	Yes	No	
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Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Completed			July 2022 presented to all staff
Ongoing			Continuous improvement
Dec-20	Jun-21	Jun-22	Progressing; Extended completion to Dec 22 to provide DCEO time to review
Jun-22			Second review required to streamline processess; Extended to Dec 22

KPI / Action Data			
2020	2021	2022	Comments
<i>0</i>	<i>0</i>	<i>0</i>	Rate annually in June
<i>0</i>	<i>0</i>	<i>0</i>	Rate annually in June
<i>0</i>	<i>0</i>	<i>0</i>	Rate annually in June
<i>0</i>	<i>0</i>	<i>0</i>	Rate annually in June
<i>0</i>	<i>0</i>	<i>0</i>	Rate annually in June
<i>Unqualified Audit</i>	<i>Unqualified Audit</i>		Rate annually in December
<i>Not Rated</i>	<i>Unable to Rate</i>	<i>Unable to Rate</i>	Rate annually in June; Control to be identified to rate indicator

Additional / Final Comments
Reviewed by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies.

External Theft & Fraud (Including Cyber)Sep-22
Risk Context
Loss of funds, assets, data or unauthorised access, (whether attempted or successful) by external parties, through any means (including electronic).
For the purposes of;
-Fraud: benefit or gain by deceit
-Malicious Damage: hacking, deleting, breaking or reducing the integrity or performance of systems
-Theft: stealing of data, assets or information

Potential causes include;	
Inadequate security of equipment / supplies / cash	Inadequate provision for patrons belongings
Robbery	Lack of Supervision
Scam Invoices	Collusion with internal staff
Cyber crime	

Key Controls	Type	Last Reviewed	Rating
Building Security Access Controls (Keys and Keypad Access)	Preventative	Unknown	Adequate
Equipment Storage and Access Controls	Preventative	Unknown	Adequate
IT Security Framework (Passwords and Security Protocols)	Preventative	Sep-19	Adequate
Financial Management System	Preventative	Sep-19	Adequate
Overall Control Ratings:			Adequate

Actions (Treatments)	Due Date	Responsibility
Review Access Controls to Include Key Register	No Date	CEO & DCEO
Photographic Record of Minor Assets & Align With Minor Assets Register	Dec-22	DCEO
Implement Quarterly Schedule For Changing Passwords	Ongoing	DCEO
Review Security and Storage of Records	Aug-22	DCEO
Document Financial Management System	Dec-22	DCEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Number of Cyber Breaches	0	0	Constant
Number of Incidents of Theft or Fraud	0	0	Constant
Passwords Changed Quarterly	100%	100%	Constant

Residual Risk Rating		
Consequence Category	Risk Ratings	Rating
Financial / Property	Consequence:	Minor (2)
	Likelihood:	Possible (3)
	Overall Risk Ratings:	Moderate

Objective:
To prevent a loss of funds, assets, data or unauthorised access by external parties

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO	Partial	Partial	Partial	No	Partial	
CEO	Partial	Partial	Partial	No	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Dec-19	Jun-20	Dec-21	Progress stalled, no due date set
Jun-20			Progressing
Ongoing			Secure password policy in place; reset passwords every 90 days
			Last reviewed August 2021
Oct-21			Progressing; anticipate completion December 2022

KPI / Action Data			
2020	2021	2022	Comments
0	0	0	Rate annually in June
0	0	0	Rate annually in June
100%	100%	100%	Rate annually in June

Additional / Final Comments
Reviewed by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies.

Management of Facilities / Venues / Events

Sep-22

Risk Context

Failure to effectively manage the day to day operations of facilities, venues and / or events.
This includes;
-Inadequate procedures in place to manage quality or availability.
-Poor crowd control
-Ineffective signage
-Booking issues
-Stressful interactions with hirers / users (financial issues or not adhering to rules of use of facility)
-Inadequate oversight or provision of peripheral services (e.g.. cleaning / maintenance)

Potential causes include;	
Double bookings	Traffic congestion or vehicles blocking entry or exit
Illegal / excessive alcohol consumption	Insufficient time between bookings for cleaning or maintenance
Bond payments poorly managed	Difficulty accessing facilities / venues.
Falsifying hiring agreements (alcohol on site / lower deposit)	Failed safety / chemical / health requirements
Inadequate oversight or provision of peripheral services (e.g.. cleaning / maintenance)	Poor service from contractors (such as catering or cleaning)

Key Controls	Type	Last Reviewed	Rating
Event Management Framework	Preventative	May-19	Adequate
Building Maintenance Program	Preventative	May-19	Adequate
Facility / Venue Booking System	Preventative	May-19	Adequate
Reserves Management System	Preventative	May-19	Adequate
Asset Management Plan	Preventative	May-19	Adequate
Statutory Public Building Compliance Program	Preventative	Nov-21	Adequate
Overall Control Ratings:			Adequate

Actions (Treatments)	Due Date	Responsibility
Develop Event Management Framework	Dec-22	CDO
Develop Reserves Management Register	Completed	DCEO
Create Inspection and Maintenance Schedules for Event Equipment	Dec-22	CDO
Undertake Community Facilities Review	Aug-22	CEO & CDO
Public Buildings Inspected Annually for Compliance	Oct-22	CEO
Develop Wheatbelt Heritage Rail Management Plan	Jun-23	CEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Number of Injuries / Incidents at Events	0	0	Constant
Number of Injuries / Incidents at Facilities	0	0	Constant
Customer Satisfaction Survey - Facilities	<65%	83%	Improving
Compliance of Events and Facilities	>90%	90%	Constant
Reserves Management Register	Maintained	Not Rated	

Residual Risk Rating		
Consequence Category	Risk Ratings	Rating
Reputation	Consequence:	Minor (2)
	Likelihood:	Unlikely (2)
	Overall Risk Ratings:	Low

Objective:

Effective management of the day to day operations of facilities, venues and events.

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO	Yes	Partial	Yes	No	No	
CEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	No	No	No	
CEO; DCEO	Partial	Partial	Partial	No	No	

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Mar-20	Jun-20	Jun-22	Event Management Plan in place, yet to complete framework; Extend to Dec 22
Dec-20	Dec-21		Completed
Dec-19	Mar-20	Jun-22	Extend to Dec 22
Jun-20	Feb-21	Jun-22	Near completion
Dec-20	Nov-21	Apr-22	Inspections scheduled for November 2022
			Not commenced

KPI / Action Data			
2020	2021	2022	Comments
0	0	0	Rate annually in June
0	0	0	Rate annually in June
81%	Not Rated	83%	Rated every 2 years; Due Setpember 2024
90%	Not Rated	Compliant	Rated every 2 years; Due Setpember 2024
Not Rated	Maintained	Maintained	New indicator; Rate in December 2022

Additional / Final Comments
Reviewed by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies.

IT or Communication Systems and Infrastructure

Sep-22

Risk Context

Disruption, financial loss or damage to reputation from a failure of information technology systems. Instability, degradation of performance, or other failure of IT or communication system or infrastructure causing the inability to continue business activities and provide services to the community. This may or may not result in IT Disaster Recovery Plans being invoked.

Examples include failures or disruptions caused by:

-Hardware or software

-Networks

-Failures of IT Vendors

This also includes where poor governance results in the breakdown of IT maintenance such as;

-Configuration management

-Performance monitoring

This does not include new system implementations - refer "Inadequate Project / Change Management".

Potential causes include;

Weather impacts	Non-renewal of licences
Power outage on site or at service provider	Inadequate IT incident, problem management & Disaster Recovery Processes
Out-dated, inefficient or unsupported hardware or software	Lack of process and training
Software vulnerability	Equipment purchases without input from IT department
Incompatibility between operating systems	Vulnerability to user error

Key Controls	Type	Last Reviewed	Rating
IT Infrastructure Replacement Program	Preventative	Jul-20	Adequate
IT Management Service Level Agreement	Detective	Early 2018	Adequate
IT Managed Service Agreement Monthly Report	Detective	Monthly	Adequate
IT Disaster Recovery Plan	Recovery		Not Rated
IT System Access Framework	Preventative		Adequate
Secure Password Procedure	Preventative		Adequate
Advanced Email Protection	Preventative	Aug-20	Effective
Overall Control Ratings:			Adequate

Actions	Due Date	Responsibility
Develop IT Disaster Recovery Plan	Dec-22	DCEO
Review IT Management Service Level Agreement	Jan-24	DCEO
Document IT Infrastructure Replacement Program	Dec-22	DCEO
Develop Secure Password Procedure	Completed	DCEO
Replacement of Phone System	Completed	DCEO
Document IT System Access Framework	Dec-22	DCEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Number of Cyber Breaches	0	0	Constant
IT Replacement Program	Developed	Not rated	Constant
IT Disaster Recovery Plan	Developed	Not rated	Constant
Advanced Email Protection	Installed	Installed	Constant
IT System Access Framework	Developed	Not rated	Constant
Document Secure Password Procedure	Developed	Not rated	Constant
Replacement of Phone System	Installed	Not rated	Constant

Residual Risk Rating

Consequence Category	Risk Ratings	Rating
Service Disruption / Financial	Consequence:	Major (4)
	Likelihood:	Likely (4)
	Overall Risk Ratings:	Moderate

Objective:

Stability and performance of information technology and communication systems

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO	Yes	Yes	Yes	Yes		Fraud not relevant
CEO	Yes	Yes	Yes	Yes		Fraud not relevant
CEO; DCEO	Yes	Yes	Yes	Yes		Fraud not relevant
CEO; DCEO	Yes	Yes	Yes	Yes		Due June 2021
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
DCEO	Yes	Yes	Yes	Yes	Partial	

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Dec-20	Jun-21	Dec-22	
			Provision of Managed Information Services expires in 2024
Mar-20	Dec-20	Jun-22	Extend to Dec 22
Completed			Procedure implemented
Sep-21	Completed		VOIP system installed
Mar-21	Jun-21	Dec-22	Date to be confirmed

KPI / Action Data			
2020	2021	2022	Comments
0	0	0	Rate annually in June
Not rated	Completed		Rating based on completion
Not rated	Not rated		Rating based on completion
Installed	Maintained		System remains in place
Not rated	Not rated		Rating based on completion
Not rated	Completed	NA	Rating based on completion
Not rated	Completed	NA	VOIP system installed

Additional / Final Comments

Reviewed by Management Team - September 2022

Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies.

Risk Context
Intentional activities intended to circumvent the Code of Conduct or activities in excess of authority, which circumvent endorsed policies, procedures or delegated authority.
This would include instances of: -Relevant authorisations not obtained. -Distributing confidential information. -Accessing systems and / or applications without correct authority to do so. -Misrepresenting data in reports. -Theft by an employee -Inappropriate use of plant, equipment or machinery -Inappropriate use of social media. -Inappropriate behaviour at work. -Purposeful sabotage <i>This does not include instances where it was <u>not</u> an intentional breach - refer Errors, Omissions or Delays.</i>

Potential causes include;	
Inadequate training of code of conduct \ induction	Greed, gambling or sense of entitlement
Changing of job roles and functions/authorities	Collusion between internal & external parties
Delegated authority process inadequately implemented	Password sharing
Lack of internal checks	Low level of Supervisor or Management oversight
Covering up poor work performance	Believe they'll get away with it
Poor enforcement of policies and procedures	Undue influence from Manager / Councillor
Information leaked to Tenderers during the Tender process	Poor work culture
Insubordination	By-passing established administrative procedures
Disgruntled employees	Sharing of confidential information

Key Controls	Type	Last Reviewed	Rating
Delegations Register	Preventative	May-20	<i>Adequate</i>
Staff Recrutiment Process (includes Police Clearance)	Preventative	Feb-19	<i>Adequate</i>
Staff Inductions	Preventative	Aug-20	<i>Adequate</i>
External Audits	Preventative	May-20	<i>Adequate</i>
Annual Drivers Licence Checks	Preventative	Feb-20	<i>Adequate</i>
Social Media Policy	Preventative	Apr-20	<i>Adequate</i>
Segregation of Duties (Financial)	Preventative	Jul-20	<i>Adequate</i>
Financial Management Policy	Preventative	May-20	<i>Adequate</i>
Financial Authorisation Policy	Preventative	May-20	<i>Adequate</i>
Delegation Control - Synergy	Preventative	Jul-20	<i>Adequate</i>
Financial Interests Returns Declarations	Preventative	Ongoing	<i>Adequate</i>
Primary and Annual Returns Process	Preventative	Aug-20	<i>Adequate</i>
Procurement Delegation Control - Synergy	Preventative	Ongoing	<i>Adequate</i>
Petty Cash Policy	Preventative	May-20	<i>Adequate</i>
Corporate Credit Card Policy	Preventative	Apr-21	<i>Adequate</i>
Delegated Authority for Procurement	Preventative	May-20	<i>Adequate</i>
Elected Member Training Plan	Preventative	Ongoing	<i>Adequate</i>
Audit & Risk Committee Terms of Reference	Preventative	Nov-19	<i>Adequate</i>
IT Security Access Register (Profiles & Passwords)	Preventative	90 Days	<i>Adequate</i>
Purchasing Policy & Procurement Process	Preventative	Jul-20	<i>Adequate</i>

Objective:

Compliance with our Code of Conduct

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO	Yes	Yes	Yes	Yes	Partial	
CEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	

Tender Procurement Process	Preventative	Unknown	Adequate
Financial Management Systems Review	Preventative	Sep-19	Adequate
Regulation 17 Review	Preventative	Dec-19	Adequate
Related Parties Discloures Policy	Preventative	Jan-19	Adequate
Council Member Communication & Use of Social Media Policy	Preventative	Introduced	Adequate
Code of Conduct	Preventative	Feb-21	Adequate
Overall Control Ratings:			Adequate

Actions (Treatments)	Due Date	Responsibility
Review and Document Organisations Controls and Systems	Ongoing	CEO & DCEO
Centralise Checklists, Controls and Procedures	Jun-21	CEO & DCEO
Review Fuel Stock Control and Process	Dec-22	DCEO
Present Regulation 17 Review to Audit & Risk Committee - Every 3 Years	Dec-22	CEO
Review Purchasing Policy & Procurement Process	Dec-22	DCEO
Review Social Media Policy 3.11	Dec-22	EGO
Review Code of Conduct (Councillor)	Feb-23	CEO & EGO
Prepare Credit Card Procedure	Completed	DCEO
Conduct Drivers Licence Check Annually	April Annually	CEO & DCEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Unqualified External Audits (# of Signicifant Findings)	0	Unqualfied	Constant
Disregarding or Manipulating Procurement Process	Nil	Not rated	Constant
Breaches of Code of Conduct	NII	1	Constant
Internal & External Complaints (Minor)	< 1 per quarter	0	Constant
Internal & External Complaints (Major)	0	0	Constant
Adherance to Internal Controls	Nil	Not rated	Constant

Residual Risk Rating		
<i>Consequence Category</i>	<i>Risk Ratings</i>	<i>Rating</i>
Reputation / Finance	Consequence:	<i>Moderate (3)</i>
	Likelihood:	<i>Possible (3)</i>
	Overall Risk Ratings:	Moderate

CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	No	

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Dec-20	Ongoing		Progressing
Dec-20	Jun-21	Jun-22	Progressing
May-20	Apr-21		Process to be documented
			Scheduled for December 2022
Mar-20	Completed		Next review scheduled for December 2023
Oct-19	Completed		Social Media Policy 3.11; reviewed April 2020; introduced Council Member Communication & Use of Social Media Policy December 2019
Completed			Biennial review to be presented to Council February 2023
Sep-21	Completed		Credit Card authorisation forms and agreements in place
			Last checked April 22; Next check April 2023

KPI / Action Data			
2020	2021	2022	Comments
<i>Unqualified</i>	<i>Unqualified</i>		Rate annually in December
<i>Not rated</i>	<i>35</i>		Rate annually in December; 35 non-conforming
<i>0</i>	<i>4</i>		Rate annually in December
<i>0</i>	<i>0</i>		Rate annually in December
<i>0</i>	<i>0</i>		Rate annually in December
<i>Not rated</i>	<i>Unable to Rate</i>		Rate annually in December; Control to rate indicator yet to be identified

Additional / Final Comments
Reviewed by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies.

Project / Change Management				Sep-22
Risk Context				
Inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time delays or scope changes.				
This includes: -Inadequate change management framework to manage and monitor change activities. -Inadequate understanding of the impact of project change on the business. -Failures in the transition of projects into standard operations. -Failure to implement new systems -Inadequate handover process <i>This does not include new plant & equipment purchases. Refer "Inadequate Asset Sustainability Practices"</i>				
Potential causes include;				
Lack of communication and consultation	Excessive growth (too many projects)			
Lack of investment	Inadequate monitoring and review			
Failures of project Vendors/Contractors	Geographic or transport difficulties sourcing equipment / materials			
External consultants underquoting on costs	Lack of project methodology knowledge and reporting requirements			
Ineffective management of expectations (scope creep)	Project risks not managed effectively			
Inadequate project planning (resources/budget)				
Key Controls	Type	Last Reviewed	Rating	
Project Management Methodology and Framework	Preventative		<i>Not Rated</i>	
Communication and Engagement Framework	Preventative		<i>Adequate</i>	
Risk Management Framework	Detective	Oct-19	<i>Adequate</i>	
Finanical Management Framework	Preventative	Mar-17	<i>Adequate</i>	
Overall Control Ratings:			<i>Adequate</i>	
Actions (Treatments)		Due Date	Responsibility	
Develop Project Management Methodology and Framework		Dec-22	DCEO	
Review Communication and Engagement Framework		Dec-22	CEO & CDO	
Key Performance Indicators	Tolerance	Latest Result	Trend	
Minimisation of Project Variations	<90%	Not rated		
Achievement of Project Deadlines / Milestones	<90%	Not rated		
Community Engagement Framework	Completed	Not rated		
Residual Risk Rating				
Consequence Category	Risk Ratings		Rating	
Financial / Reputational / Health	Consequence:		Moderate (3)	
	Likelihood:		Possible (3)	
	Overall Risk Ratings:		Moderate	

Objective: Adequate analysis, design, delivery and reporting of projects

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO	No	No	No	No	Partial	
CEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Oct-19	Dec-20	Dec-21	Project managaement templates in place; process yet to be documented
Mar-22			Due to review in March 2023

KPI / Action Data			
2020	2021	2022	Comments
<i>Not rated</i>	<i>Unable to Rate</i>		Rate annually in December; Controls to rate indicator to be identified
<i>Not rated</i>	<i>Unable to Rate</i>		Rate annually in December; Controls to rate indicator to be identified
<i>Not rated</i>	<i>Completed</i>		Rate upon completion

Additional / Final Comments
Reviewed by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies.

Safety and Security Practices

Sep-22

Risk Context

Non-compliance with the Occupation Safety & Health Act, associated regulations and standards.
It is also the inability to ensure the physical security requirements of staff, contractors and visitors. Other considerations are negligence or carelessness.

Potential causes include;	
Lack of appropriate PPE / equipment	Inadequate signage, barriers or other exclusion techniques
Inadequate first aid supplies or trained first aiders	Poor storage and use of dangerous goods
Inadequate security protection measures in place for buildings, depots and other places of work	Ineffective / inadequate testing, sampling or other health-related requirements
Inadequate or unsafe modifications to plant & equipment	Lack of mandate and commitment from senior management
Inadequate policy, frameworks, systems and structure to prevent the injury of visitors, staff, contractors and/or tenants.	Inadequate organisational Emergency Management requirements (evacuation diagrams, drills, wardens etc.).
Inadequate supervision, training or mentoring of staff	Slow or inadequate response to notifications from public

Key Controls	Type	Last Reviewed	Rating
Building Security Access Controls (Keys & Keypad Access)	Preventative	Sep-19	Adequate
OSH Management Framework	Preventative	May-17	Adequate
Human Resource Management Framework	Preventative	May-19	Adequate
Governance Management Framework	Preventative	Ongoing	Adequate
Managing Emergencies In Shire Facilities	Preventative	Dec-16	Adequate
Overall Control Ratings:			Adequate

Actions (Treatments)	Due Date	Responsibility
Review Hazard Register	Annually	CEO & DCEO
Update Staff Training Register	Ongoing	CEO & DCEO
Conduct Quarterly Workplace Inspections	Quarterly	CEO
Safe Work Method Statements (SWMS) Library	May-22	CEO
Assess Shire Building and Facility Safety and Security	Oct-22	CEO
Develop Isolated Worker Management Procedure	Oct-22	CEO
Re-Establish OSH Committee & Conduct Monthly Meetings	Monthly	CEO
Review Managing Emergencies In Shire Facilities	Mar-23	CEO & DCEO
Conduct Annual BCP and LEMC Drills	Dec-22	CEO
Review Contractor Inductions and Register	Jun-22	CEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Reporting and Management of Incidents	100%	100%	Improving
Failed Safety Inspections	Nil	Nil	Constant
Lost Time Injuries Per Quarter	Nil	Nil	Constant
Near Misses Per Quarter	Nil	Nil	Improving
Workers Compensation Claims Per Quarter	Nil	0	Improving
Safety Audit Result % (Every Three Years)	95%	74%	Constant

Objective:

Compliance with the Occupation Safety & Health Act, associated regulations and standards, and the ability to ensure the physical security requirements of staff, contractors and visitors.

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO	Yes	Yes	No	No	Partial	
CEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Partial	Partial	Partial	Partial	No	
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	No	

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Dec Annually			
			Register updated as required
			Inspections schedule prepared
			SMWS in place for all plant; review of SWMS commenced
Dec-19	Dec-20	Jun-22	Scheduled for November 2022
Dec-19	Jun-20	Apr-22	Policy signed off; yet to prepare procedure
			Monthly meetings conducted
Dec-21	Jun-22	Mar-23	Waiting for LGIS to confirm a date to conduct the review
Jun-20	Dec-21	Apr-22	LEMC drill completed, next due 2023; BCP drill due Dec 22
Jun-20	Jun-20	Jun-22	Review completed; contractor inductions conducted as required

KPI / Action Data			
2020	2021	2022	Comments
100%	Unable to Rate		Rated annually in December; Control to be identified to rate indicator
Nil	Unable to Rate		Rated annually in December; Control to be identified to rate indicator
30 Hours	Unable to Rate		Rated annually in December; Control to be identified to rate indicator
Nil	4		Rated annually in December
2	2		2 overall for 2021/22 (nil for quarter); Rated annually in December
Not rated	74%		Safety Audit completed May 2021

Residual Risk Rating		
Consequence Category	Risk Ratings	Rating
Health	Consequence:	Moderate (3)
	Likelihood:	Possible (3)
	Overall Risk Ratings:	Moderate

Additional / Final Comments
Reviewed by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies.

Nil

Supplier / Contract Management	Sep-22
Risk Context Inadequate management of external Suppliers, Contractors, IT Vendors or Consultants engaged for core operations. This includes issues that arise from the ongoing supply of services or failures in contract management & monitoring processes. This also includes: • Concentration issues (contracts awarded to one supplier) • Vendor sustainability	

Potential causes include;	
Insufficient funding	Inadequate contract management practices
Complexity and quantity of work	Ineffective monitoring of deliverables
Suppliers not willing to provide quotes	Limited availability of suppliers
Inadequate tendering process	Lack of planning and clarity of requirements
Contracts not renewed on time	Historical contracts remaining

Key Controls	Type	Last Reviewed	Rating
Annual Budget	Preventative	Mar-21	Adequate
Financl Management Framework	Preventative	Progressing	Adequate
Access to Independent Advice (WALGA/Lawyers) & Peer Review	Preventative	Ongoing	Adequate
Overall Control Ratings:			Adequate

Actions (Treatments)	Due Date	Responsibility
Review Purchasing Policy	Completed	CEO & DCEO
Develop Standardised Contracts	Ongoing	CEO & DCEO
Document Financial Controls	Ongoing	DCEO
Develop Appropriate Financial Reporting Tools	Ongoing	DCEO
Develop Centralised Contract Management System	Ongoing	CEO & DCEO

Key Performance Indicators	Tolerance	Latest Result	Trend
Contracts Reviewed And Maintained	>90%	90%	Constant
Number of Expired Contracts Not Yet Renewed	<1 per quarter	1	Constant

Residual Risk Rating		
Consequence Category	Risk Ratings	Rating
Service Interruption / Financial	Consequence:	Moderate (3)
	Likelihood:	Possible (3)
	Overall Risk Ratings:	Moderate

Objective:
 Adequate management (including contractual arrangements) of external Suppliers, Contractors, IT Vendors or Consultants engaged for operations.

Control Assurance						
Control Owner	Control Documented	Completed	Accuracy	Timeliness	Fraud	Comments
CEO; DCEO	Yes	Yes	Yes	Yes	No	
CEO; DCEO	Yes	Yes	Yes	Yes	Partial	
CEO; DCEO	Yes	Yes	Yes	Yes	No	

Original Due Date	Extension 1 Date	Extension 2 Date	Comments / Current Status
Completed			Presented to Audit & Risk Committee September 2021
Completed			Standardised MOUs; Service Level Agreements; Tenancy Agreements
Ongoing			Progressing
Ongoing			Continuous refining
Ongoing			Investigating options, currently utilising SharePoint

KPI / Action Data			
2020	2021	2022	Comments
90%	90%		Rate annually in December
1	1		Rate annually in December

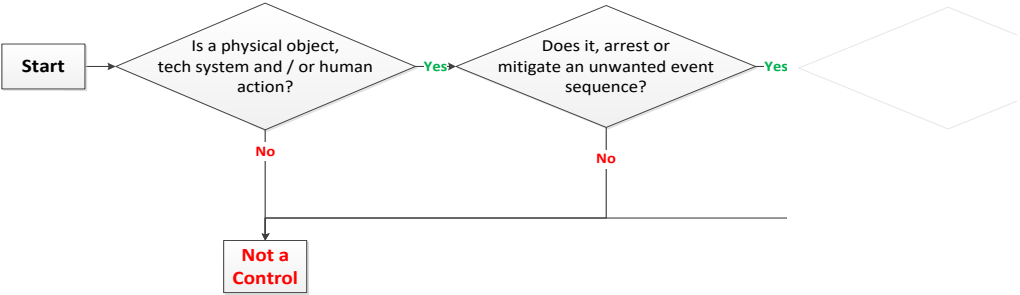
Additional / Final Comments
Reviewed by Management Team - September 2022
Frameworks - the overarching structure to include adopted policies, documented controls, plans and strategies.

Measures of Consequence (V.2 - May 2019 - DRAFT FOR COUNCIL CONSIDERATION)									
RATING	PEOPLE	INTERUPTION TO SERVICE	REPUTATION (Social / Community)	COMPLIANCE	PROPERTY (Plant, Equip, Buildings)	NATURAL ENVIRONMENT	FINANCIAL IMPACT	PROJECT	
								Time	Budget
Insignificant (1)	Near-Miss	No material service interruption Less than 1 hour	Unsubstantiated, localised low impact on community	No noticeable regulatory or statutory impact	Inconsequential damage.	Contained, reversible impact	Less than \$5,000	Exceeds deadline by 5% of project	Exceeds project budget by 5%
Minor (2)	First Aid Treatment	Short term temporary interruption –	Substantiated, localised impact on community trust or	Some temporary non-compliances	Localised damage rectified by	Contained, reversible impact	\$5,001 - \$50,000	Exceeds deadline by 10% of project	Exceeds project budget by 10%
Moderate (3)	Medical treatment / Lost time injury <30 Days	Medium term temporary interruption –	Substantiated, public embarrassment	Short term non-compliance but with significant	Localised damage require	Contained, reversible impact	\$50,001 - \$200,000	Exceeds deadline by 15% of project	Exceeds project budget by 15%
Major (4)	Lost time injury >30 Days / temporary disability	Prolonged interruption of services – additional	Substantiated, public embarrassment	Non-compliance results in termination of	Significant damage require	Uncontained, reversible impact	\$200,001 - \$500,000	Exceeds deadline by 20% of project	Exceeds project budget by 20%
Extreme (5)	Fatality, permanent disability	Indeterminate prolonged interruption of	Substantiated, public embarrassment	Non-compliance results in litigation, criminal charges or	Extensive damage require	Uncontained, irreversible impact	More than \$500,000	Exceeds deadline by 25% of project	Exceeds project budget by 25%

Measures of Likelihood			Risk Matrix					
Rating	Description	Frequency		insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	The event is expected to occur in most circumstances	More than once per year	Almost Certain (5)	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely (4)	The event will probably occur in most circumstances	At least once per year	Likely (4)	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible (3)	The event should occur at some time	At least once in 3 years	Possible (3)	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely (2)	The event could occur at some time	At least once in 10 years	Unlikely (2)	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare (1)	The event may only occur in exceptional circumstances	Less than once in 15 years	Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
LOW	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
MODERATE	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
HIGH	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	DCEO / CEO
EXTREME	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO / Council

Existing Controls Ratings		
Rating	Foreseeable	Description
Effective	There is little scope for improvement.	Processes (Controls) operating as intended and aligned to Policies / Procedures.
		Subject to ongoing monitoring.
		Reviewed and tested regularly.
Adequate	There is some scope for improvement.	Processes (Controls) generally operating as intended, however inadequacies exist.
		Nil or limited monitoring.
		Reviewed and tested, but not regularly.
Inadequate	There is a need for improvement or action.	Processes (Controls) not operating as intended.
		Processes (Controls) do not exist, or are not being complied with.
		Have not been reviewed or tested for some time.



Lagging Indicator	Indicators relating to a result or outcome. Lag means the indicator will change after something happens. The indicator measures the results of an action. Looks back as to whether the intended result was achieved)
Leading Indicator	Indicators measures an input that leads to a result. Often related to something you can influence. How to produce desired results. Looks forward at future outcomes.

Risk Register

Theme	Key Control	Rating
Asset Management Practices	Recreation Facilities Maintenance Program	Not Rated
Asset Management Practices	Asset Management Plan	Inadequate
Asset Management Practices	Stock Controls Systems (Fuel)	Inadequate
Business & Community Disruption	Facility Risk Management Plan	Not Rated
Engagement Practices	Community Engagement Framework	Not Rated
Environment Management	Sewer Management Plan	Not Rated
Environment Management	Waste Management Plan	Not Rated
Errors, Omissions & Delays	Checklists & Documented Procedures	Inadequate
Management of Facilities/Venues/Events	Event Management Framework	Not Rated
Management of Facilities/Venues/Events	Reserves Management System	Not Rated
Management of Facilities/Venues/Events	Statutory Public Building Compliance Program	Not Rated
IT or Communication Systems & Infrastructure	IT Disaster Recovery Plan	Not Rated
IT or Communication Systems & Infrastructure	IT System Access Framework	Not Rated
Project/Change Management	Project Management Methodology & Framework	Not Rated
Project/Change Management	Community Engagement Framework	Not Rated
Safety & Security Practices	Facility Risk Management Plan	Not Rated

From: Cr Rob Trepp <crtrepp@dowerin.wa.gov.au>
Date: 17 October 2022 at 11:53:53 am AWST
To: rmmcall@dowerin.wa.gov.au
Subject: Fwd: Att: Councillors, regarding a Public Postal Bank

Sent from my iPad

Begin forwarded message:

From: Melissa Harrison <melissah@citizensparty.org.au>
Date: 14 September 2022 at 12:03:41 pm AWST
Subject: Att: Councillors, regarding a Public Postal Bank

Dear Councillors,

My name is Melissa Harrison. I am a researcher and reporter for the Australian Alert Service, the weekly magazine of the Australian Citizens Party. I'm writing to you because we are part of a grassroots campaign which is fighting for the establishment of a national Postal Savings Bank.

I am writing to local councils in Western Australia which have been impacted by the steady erosion of banking services in regional and rural Australia. Research by independent journalist Dale Webster has documented that since 1975, Australia's regional banking footprint has dwindled alarmingly, to a total loss of 60 per cent of the network. [1] The banking regulator, the Australian Prudential Regulation Authority (APRA), is shielding the big banks from the ire of the public by publishing false and distorted data about the scale of bank closures in regional Australia. [2]

Access to local banking services is critical in our regional communities. With the banks pulling out of regional Australia at a record pace, the public is increasingly relying on Australia Post to provide banking services. However, Australia Post is too vulnerable to the whims of the government of the day and commercial decisions from the Big Four banks. Although it was recently announced that the historic Bank@Post deal had been renewed, Australia Post is refusing to reveal the financial details of the deal that was struck with the Big Four banks. The Citizens Party has made freedom of information requests for clarity on these matters, but these have been rejected. The Citizens Party understands from reputable sources that the Community Access Fee to be paid by the big banks is now only \$10 million per year, half the amount that former Australia Post CEO Christine Holgate negotiated for the original deal. Alarmingly, *there are no written guarantees* that the banking deal with the Licensed Post Offices (LPO) will continue. The LPOs are vulnerable to the banks pulling out unexpectedly, leaving them where they were before the Bank@Post deal—on the edge of bankruptcy and being exploited by the government and the banks. The big banks are already throwing their weight around by charging exorbitant fees for their customers who want to bank through Australia Post. Without the banking services provided by Australia Post, many parts of regional Australia would not have access to banking at all.

We are calling on local councils and organisations to ask them to join us in fighting for federal legislation to create a Commonwealth Postal Savings Bank. A public postal savings bank will guarantee banking services at Australia Post and support the Licensed Post Offices to provide financial services for regional and rural Australians.

Support for a postal bank is rapidly expanding. The Councils of Strathfield (NSW); Cobar (NSW); Narrabri (NSW); Banana (QLD); and Yilgarn (WA) have passed motions in support of a postal bank. On 7 September, the Licensed Post Office Group (LPOG), which represents the interests of 3,000 small business community post offices around Australia, [hosted a public forum](#) on a postal bank proposal at Parliament House in Canberra. This event featured former New Zealand Cabinet Minister Matt Robson, who served in Helen Clark's Labour Party-led Coalition government from 1999-2002, and whose party started NZ's postal bank, called Kiwibank. Parliamentarians who support the postal bank also spoke, including Bob Katter MP, Senator Malcolm Roberts (One Nation) and Senator Gerard Rennick (Liberal Party). Genuine grassroots support for a postal bank is having a significant impact on politicians from all of the major parties.

Legislation for a public postal bank, the [Commonwealth Postal Savings Bank Bill 2021](#), has been drafted and Bob Katter MP is preparing to introduce the Bill into parliament.

We have drafted the following motion/resolution as a guide, which I am asking you to please consider discussing and moving at your next meeting, to endorse the *Commonwealth Postal Savings Bank Bill*.

Draft motion/resolution for a Commonwealth Postal Savings Bank

1. **The Council notes that:**

- Bank branch and ATM closures are leaving many communities without access to financial services, especially in regional Australia;
- Since 1975 the number of bank branches in regional Australia has fallen by more than 60 per cent, and there are more than 1,500 communities across Australia with no bank branches at all;
- A large proportion of the population, including the elderly, disabled, small businesses, and local schools and charities, will always have a need for face-to-face financial services, despite advances in technology;
- For hundreds of communities, their only access to cash and financial services is through Bank@Post at their local post office;
- Bank@Post is an essential service to all communities, but is vulnerable to commercial decision-making by the banks, which can choose to withdraw their participation, and charge excessive fees on transactions;
- With four major banks controlling 80 per cent of the financial system, Australian consumers suffer from a lack of real banking competition;

2. **The Council calls on the Commonwealth Parliament** to pass the *Commonwealth Postal Savings Bank Bill* to establish a post office people's bank, fully guaranteed by the Commonwealth, as a dedicated postal savings bank, operating exclusively through Australia Post's corporate and licensed post offices, which will ensure basic banking services—including deposit-taking, business and personal lending, and access to cash—are available to all Australians, and will contribute to Australia's national economic development.

3. **The Council will write** to the Local State and Federal Members of Parliament, to inform them of Councils desire to support the passage of the Commonwealth Postal Savings Bank Bill through Parliament.

I live in a regional town myself, in Winneyp Western Australia. The nearby towns of Boyup Brook, Balingup and Donnybrook have lost their last Big Four bank. Access to banking services is essential for the functioning of our local businesses and tourism—markets, artists, craftspeople and local producers. A public postal bank would ensure these community businesses are supported in perpetuity.

If you would like more information, please feel welcome to contact me. We have been reporting on this matter for some time—articles, background information and video content can be found here: [An Australia Post ‘people’s bank’—a win-win solution for the nation](#)

Kind regards,
Melissa Harrison

[1] Dale Webster: Why I spent a year counting every bank in regional Australia; ‘Big four’ banks casting a dangerous shadow in regional Australia; The Regional

[2] Citizens Party: ‘Bank regulator shielding Big Four from scrutiny over regional branch closures’