



Shire of
Koorda

Drive in, stay awhile

MINUTES

Ordinary Council Meeting

Held in Shire of Koorda Council Chambers

10 Haig Street, Koorda WA 6475

Wednesday 21 February 2024

Commencing 5.00pm

UNCONFIRMED

NOTICE OF MEETING

Dear Elected Members,

Notice is hereby given that the next Ordinary Meeting of Council of the Shire of Koorda will be held on Wednesday, 21 February 2024 in the Shire of Koorda Council Chambers, 10 Haig Street, Koorda.

The format of the day will be:

5.00pm	Council Meeting
Following conclusion of Council Meeting	Council Forum

Zac Donovan
Chief Executive Officer
16 February 2024

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Koorda for any act, omission or statement or intimation occurring during Council or Committee meetings.

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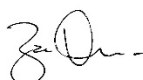
Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee meeting does so at that person's or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a license, and statement or intimation of approval made by a member or officer of the Shire of Koorda during the course of any meeting is not intended to be and is not to be taken as notice of approval from the Shire of Koorda.

The Shire of Koorda warns that anyone who has any application lodged with the Shire of Koorda must obtain and should only rely on **written confirmation** of the outcome of the application, and any conditions attaching to the decision made by the Shire of Koorda in respect of the application.

To be read aloud if any member of the public is present.

Signed



Zac Donovan
Chief Executive Officer

Table of Contents

1. Declaration of Opening	4
2. Record of Attendance, Apologies and Leave of Absence	4
3. Public Question Time.....	4
4. Disclosure of Interest.....	4
5. Applications for Leave of Absence.....	4
6. Petitions and Presentations.....	4
7. Confirmation of Minutes from Previous Meetings	5
7.1. Ordinary Council Meeting held on 18 December 2023.....	5
7.2. Special Meeting Minutes for meeting held 11 January 2024.....	5
7.3. Electors Meeting Minutes for meeting held 7 February 2024.....	6
8. Minutes of Committee Meetings to be Received	6
Nil.	6
9. Recommendations from Committee Meetings for Council Consideration.....	6
10. Announcements by the President without Discussion	6
11. OFFICER'S REPORTS – CORPORATE & COMMUNITY	7
11.1. Monthly Financial Statements.....	7
11.2. Monthly Financial Statements.....	9
11.3. List of Accounts Paid	11
12. OFFICER'S REPORTS – GOVERNANCE & COMPLIANCE.....	13
12.1. Best Bypass Road, Booralaming – Proposed Subdivision.....	13
12.2. SCHEME 3 AMENDMENT 3 – Amending Table 1 - Zoning Table to modify the permissibility of a 'Grouped dwelling' in a 'Rural' zone from an 'X' use to a 'D' use.	17
13. OFFICER'S REPORTS – WORKS & ASSETS.....	20
15. Urgent Business Approved by the Person Presiding or by Decision.....	20
16. Elected Members' Motions	20
17. Matters Behind Closed Doors	20
18. Closure	20

**Shire of Koorda
Ordinary Council Meeting
5.00pm, Wednesday 21 February 2024**



1. Declaration of Opening

The Presiding person welcomes those in attendance and declares the meeting open at 5.01pm.

2. Record of Attendance, Apologies and Leave of Absence

Councillors:

Cr JM Stratford	President
Cr GW Greaves	Deputy President
Cr NJ Chandler	
Cr GL Boyne	
Cr KM Burrell	

Staff:

Mr Z Donovan	Chief Executive Officer
Miss L Foote	Deputy Chief Executive Officer

Members of the Public:

John Wu

Apologies:

Cr KA Fuchsbichler

Visitors:

Approved Leave of Absence:

3. Public Question Time

Nil.

4. Disclosure of Interest

Nil.

5. Applications for Leave of Absence

Nil.

6. Petitions and Presentations

Nil.

7. Confirmation of Minutes from Previous Meetings

7.1. Ordinary Council Meeting held on 18 December 2023

[Click here to view the previous minutes](#)

Voting Requirements Simple Majority Absolute Majority

Officer Recommendation RESOLUTION 010224

Moved Cr NJ Chandler

Seconded Cr GW Greaves

That, in accordance with Sections 5.22(2) and 3.18 of the *Local Government Act 1995*, the Minutes of the Ordinary Council Meeting held 18 December 2023, as presented, be confirmed as a true and correct record of proceedings.

CARRIED: 5/0

FOR: Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr GL Boyne, Cr KM Burrell

7.2. Special Meeting Minutes for meeting held 11 January 2024

[Click here to view](#)

Voting Requirements Simple Majority Absolute Majority

Officer Recommendation RESOLUTION 020224

Moved Cr GW Greaves

Seconded Cr GL Boyne

That, in accordance with Sections 5.22(2) and 3.18 of the *Local Government Act 1995*, Council receives the Minutes of the Special meeting held 11 January 2024, as tabled.

CARRIED: 5/0

FOR: Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr GL Boyne, Cr KM Burrell

7.3. Electors Meeting Minutes for meeting held 7 February 2024

[Click here to view](#)

Voting Requirements Simple Majority Absolute Majority

Officer Recommendation
RESOLUTION 030224

Moved Cr GL Boyne

Seconded Cr KM Burrell

That, in accordance with Sections 5.22(2) and 3.18 of the *Local Government Act 1995*, Council receives the Minutes of the Electors meeting held 7 February 2024, as tabled.

CARRIED: 5/0

FOR: Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr GL Boyne, Cr KM Burrell

8. Minutes of Committee Meetings to be Received

Nil.

9. Recommendations from Committee Meetings for Council Consideration

Nil.


10. Announcements by the President without Discussion

Welcome new CEO Zac Donovan to the team. It is great to have you on board and we are looking forward to working with you.

The Shire President expressed condolences to the Gray family on the passing of Phil and to the Burrell family on the passing of Terry.

11. OFFICER'S REPORTS – CORPORATE & COMMUNITY

11.1. Monthly Financial Statements

Corporate and Community		
Date	6 February 2024	
Location	Not Applicable	
Responsible Officer	Lana Foote, Deputy Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government Act 1995; Local Government (Financial Management) Regulations 1996</i>	
Disclosure of Interest	Nil	
Purpose of Report	<input type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	December 2023 Financial Activity Statement	

Background:

This item presents the Statement of Financial Activity to Council for the period ending 31 December 2023.

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 presented to Council.

Comment:

All financial reports are required to be presented to Council within two meetings following the end of the month that they relate to.

These reports are prepared after all the end-of-month payments and receipts have been processed.

Consultation:

LG Best Practices
Zac Donovan, Chief Executive Officer

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*.

Policy Implications:

Finances have been managed in accordance with the Shire of Koorda policies.

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2022

4.1.1 – Ensure the use of resources is effective, efficient and reported regularly.

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 Recommendation
RESOLUTION 040224

Moved Cr GW Greaves


Seconded Cr NJ Chandler

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 ending 31 December 2023, as presented.

CARRIED: 5/0

FOR: Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr GL Boyne, Cr KM Burrell

11.2. Monthly Financial Statements

Corporate and Community		 Shire of Koorda <small>Drive in, stay awhile</small>
Date	8 February 2024	
Location	Not Applicable	
Responsible Officer	Lana Foote, Deputy Chief Executive Officer	
Author	As above	
Legislation	<i>Local Government Act 1995; Local Government (Financial Management) Regulations 1996</i>	
Disclosure of Interest	Nil	
Purpose of Report	<input type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	January 2024 Financial Activity Statement	

Background:

This item presents the Statement of Financial Activity to Council for the period ending 31 January 2024.

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 presented to Council.

Comment:

All financial reports are required to be presented to Council within two meetings following the end of the month that they relate to.

These reports are prepared after all the end-of-month payments and receipts have been processed.

Consultation:

LG Best Practices
Zac Donovan, Chief Executive Officer

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*.

Policy Implications:

Finances have been managed in accordance with the Shire of Koorda policies.

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2022

4.1.1 – Ensure the use of resources is effective, efficient and reported regularly.

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 Recommendation
RESOLUTION 050224

Moved Cr GL Boyne


Seconded Cr NJ Chandler

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 ending 31 January 2024, as presented.

CARRIED: 5/0

FOR: Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr GL Boyne, Cr KM Burrell

11.3. List of Accounts Paid

Corporate and Community		
Date	13 Febaury 2024	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	Lana Foote, Deputy Chief Executive Officer	
Legislation	<i>Local Government Act 1995; Local Government (Financial Management) Regulations 1996</i>	
Disclosure of Interest	Nil	
Purpose of Report	<input type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	11.3a. List of Accounts Paid 11.3b. List of Accounts Paid	

Background:

This item presents the List of Accounts Paid, paid under delegated authority, for the period 13 December 2023 to 13 February 2024.

Comment:

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

The Department of Local Government, Sport and Cultural sent out an LG Alert on 19 October to advise of the regulation amendments that; from 1 September 2023, local governments are required to disclosure information about each transaction made on a credit card, debit card or other purchasing cards. Purchase cards may include the following: business/corporate credit cards, debit cards, store cards, fuel cards and/or taxi cards.

The Shire has corporate credit cards which meet reporting requirements. Additional reporting is required for use of Fuel Cards, which has been included as part of this item as the LG Alert was released following the October Meeting, and no Fuel Card purchases were paid as per the report to the November Council Meeting.

Consultation:

Zac Donovan, Chief Executive Officer
Finance Team

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 delegate authority.

Policy Implications:

Finances have been managed in accordance with the Shire of Koorda policies. Payments have been made under delegated authority.

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2022

4.1.1 - Ensure the use of resources is effective, efficient and reported regularly. (e.g. Financial Management)

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 2023/2024 Budget.

Voting Requirements: Simple Majority Absolute Majority

Officer Recommendation
RESOLUTION 060224

Moved Cr NJ Chandler

Seconded Cr GL Boyne

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*;

1. Receives the report from the Chief Executive Officer on the exercise of delegated authority in relation to creditor payments from the Shire of Koorda Municipal Fund, as presented in the attachment, and as detailed below:

For the period 13 December 2023 to 3 January 2024

Municipal Voucher V371 to V435	Totalling \$ 865,070.93
Purchase Card Transactions (V378 & V397)	Totalling \$ 1,116.11
	Total \$ 866,187.14

For the period 4 January 2024 to 13 February 2024


Municipal Voucher V436 to V495	Totalling \$ 584,641.98
Purchase Card Transactions (V439, V460 & V484)	Totalling \$ 1,493.72
	Total \$ 586,135.70

CARRIED: 5/0

FOR: Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr GL Boyne, Cr KM Burrell

12. OFFICER’S REPORTS – GOVERNANCE & COMPLIANCE

12.1. Best Bypass Road, Booralaming – Proposed Subdivision

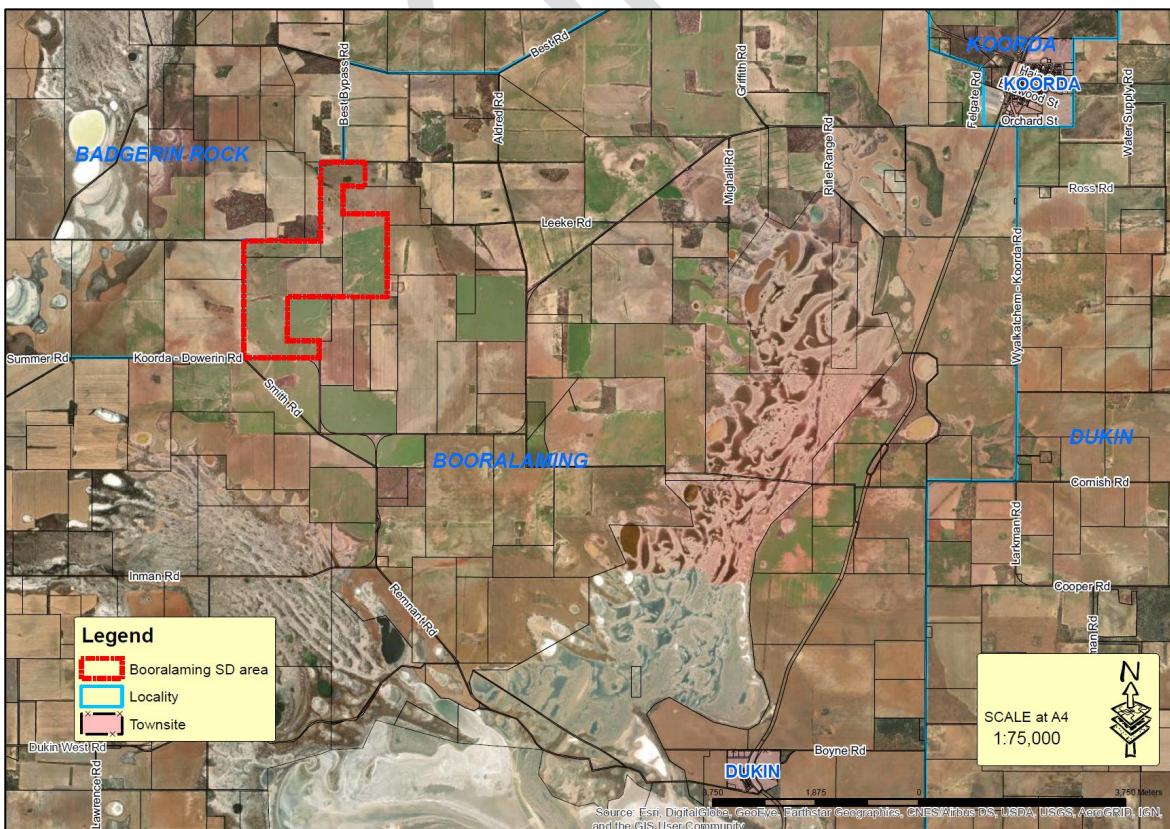
Governance and Compliance		
Date	9 February 2024	
Location	Lots 14875, 15768, 24407 and 24938, BOORALAMING	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	Paul Bashall, Planwest Planning Consultant	
Legislation	Shire of Koorda Local Planning Scheme No 3	
Disclosure of Interest	Nil	
Purpose of Report	<input type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	Subdivision (SD) application (Ref: 164535)	

Background:

The WA Planning Commission has referred a proposed subdivision (Ref: 164535) of Lots 14875, 15768, 24407 and 24938 Best Bypass Road, **BOORALAMING** to the Council for comment. The application appears to involve 4 lots and proposes to rearrange lot boundaries to create 4 new lots – presumably to better reflect land management objectives although there is no accompanying explanation. The existing lot sizes range from 42ha to 234ha whilst the new lots are more evenly sized from 184ha to 97ha. A response to the Commission is due by 19th March 2024.

The proposed subdivision area is located about 12 kilometres West of Koorda townsite and about 12 kilometres northwest of Dukin townsite as shown in **Figure 1** below.

FIGURE 1 – LOCATION PLAN



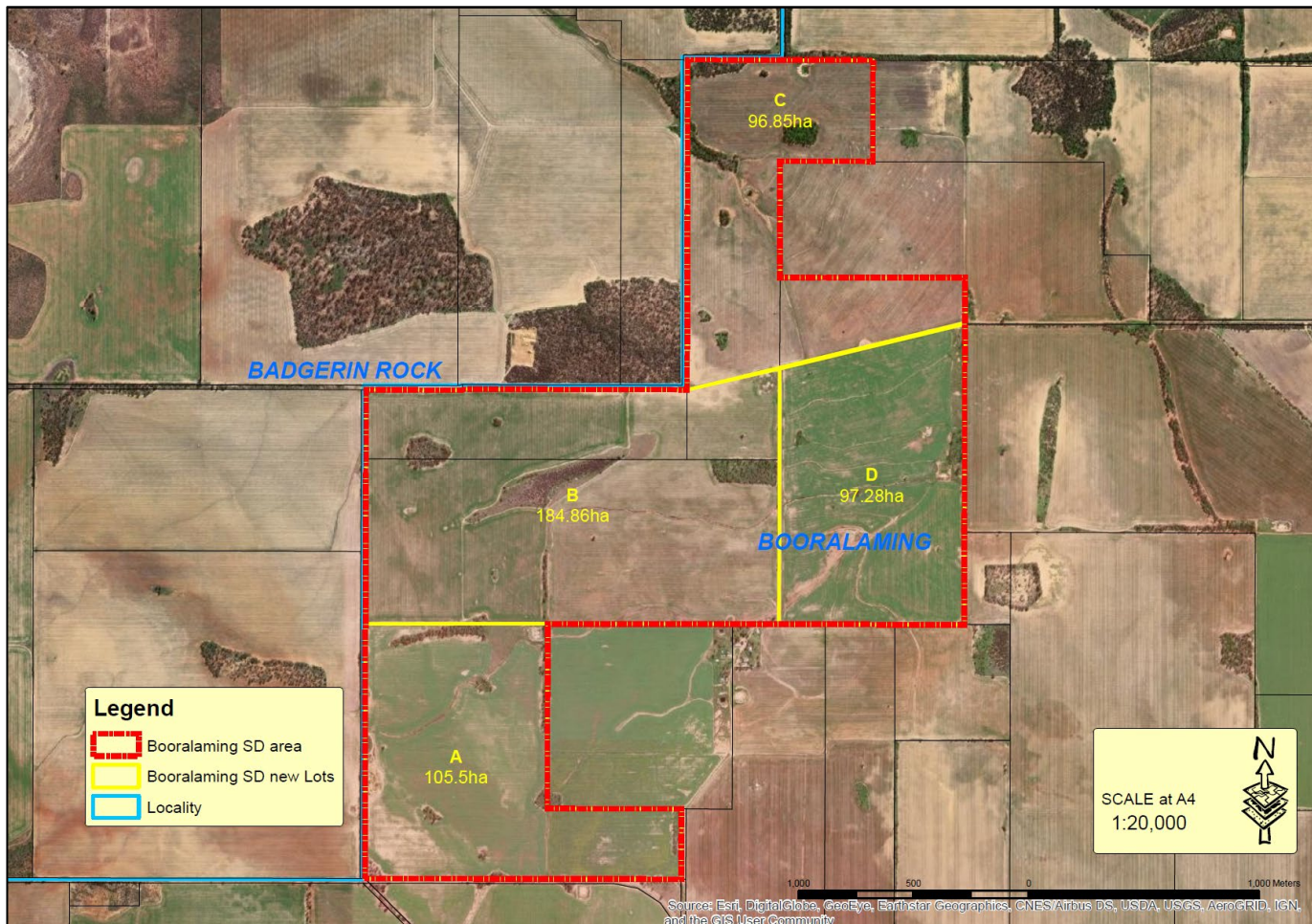
Source: Planwest, ESRI, Landgate

The application indicates that there are no buildings on the four lots and that the existing fenced paddocks are consistent with the proposed subdivision layout.

Proposal:

Figure 2 shows an enlargement of the subdivision area and the configuration of the proposed lots.

FIGURE 2 – PROPOSED LOT CONFIGURATION



Source: Planwest, ESRI, WAPC

Consultation:

Zac Donovan, Chief Executive Officer
Lana Foote, Deputy CEO
Department of Planning, Lands & Heritage

Policy Implications:

Nil

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2022

2.1.1 - Ensure that our planning framework is modern and meets the needs of the relevant zoning stakeholders, such as industry, residential, small business and any emerging opportunities.

Financial Implications:

Nil

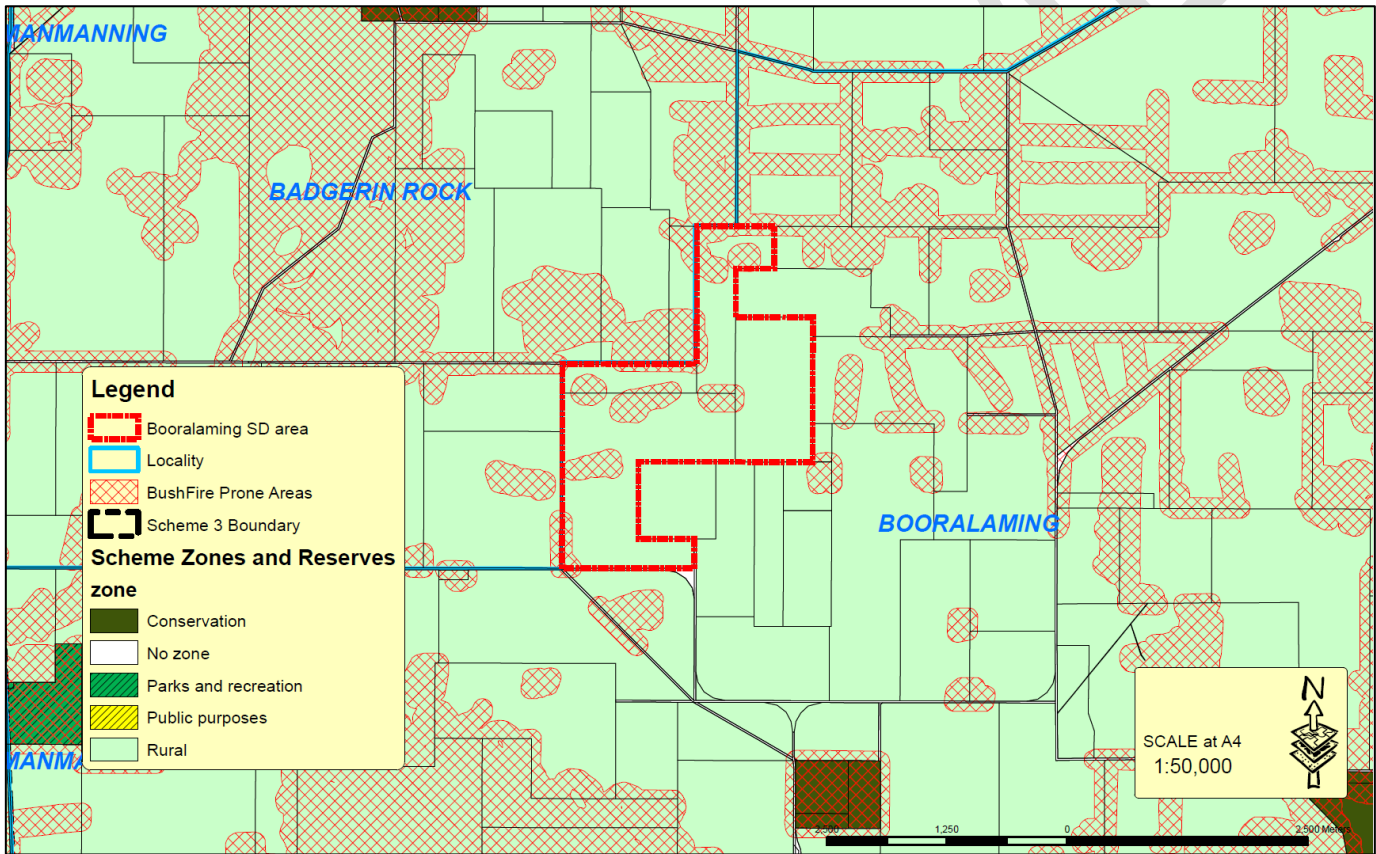
Risk Implications:

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)	Nil
Action (Treatment)	Nil
Risk Rating (after treatment)	Adequate

Statutory Implications:

The land is zoned Rural in the Shire of Koorda Local Planning Scheme No 3 (the Scheme) - an extract of which is shown in **Figure 3**. The Scheme was gazetted in December 2014 and has one amendment completed in 2020. The subdivision area is affected by the Bushfire Prone mapping, however, as there are no new residential uses, a Bushfire Attack Level assessment is not considered necessary.

FIGURE 3 – EXTRACT FROM THE SCHEME 3



Source: Planwest, DFES, DPLH, Landgate

Conclusion:

The Commission is responsible for determining all subdivision applications in the State.

It is recommended that Council supports the application, raising no objections or conditions as,

- The subdivision proposal simply seeks to rearrange existing lot boundaries without creating additional lots.
- Because there is no new development, the BAL (Bushfire Attack Level) should not be required. Any future development may require the Council’s assessment of a fresh DA (Development Approval) application at which time a BAL may be necessary.
- Fire breaks will automatically apply to new boundaries.

Voting Requirements: Simple Majority

Absolute Majority

**Officer Recommendation
RESOLUTION 070224**

Moved Cr GW Greaves

Seconded Cr GL Boyne

That Council:


- 1. Supports the subdivision application (Ref: 164535) of Lots 14875, 15768, 24407 and 24938 Best Bypass Road, BOORALAMING as outlined in the application to the WA Planning Commission, and**
- 2. Advises the WA Planning Commission that it has no objections to the proposed subdivision and has no conditions to impose on the proposal.**

CARRIED: 5/0

FOR: Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr GL Boyne, Cr KM Burrell

UNCONFIRMED

12.2. SCHEME 3 AMENDMENT 3 – Amending Table 1 - Zoning Table to modify the permissibility of a ‘Grouped dwelling’ in a ‘Rural’ zone from an ‘X’ use to a ‘D’ use.

Governance and Compliance		
Date	9 Febaury 2024	
Location	Not Applicable	
Responsible Officer	Zac Donovan, Chief Executive Officer	
Author	Paul Bashall, Planwest Planning Consultant	
Legislation	<i>Planning and Development Act 2005 and Shire of Koorda Local Planning Scheme No 3 (the Scheme).</i>	
Disclosure of Interest	Nil	
Purpose of Report	<input checked="" type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	Scheme Amendment Report (LPS No.3, Amendment No. 3)	

Background:

Over the past several years, the Shire have been experiencing an increased demand for a second dwelling on rural properties. The demand is a reflection of the aging demographic of farmers in the region.

The need for the second dwelling is twofold; firstly, to provide for relatives that may be responsible for taking over the farm management without the need for the retiring farmer to vacate the property, and secondly, to provide for farm workers to reside on site.

The Council is aware of the implications of allowing increased number of dwellings in the rural areas of the Shire, and as a result, has prepared a Local Planning Policy to address these issues.

These implications include the possibility of an increased demand for urban services like rubbish collection and road upgrades – none of which the Council is keen to comply with. It is also possible that the residents of the additional dwelling may be less likely to use the townsite retail outlets, amenities, services and facilities. Following this latter point, the Council considers it appropriate that grouped dwellings in close proximity to a townsite, should be encouraged to locate in the townsite.

It has been shown that an increased grouping of dwellings in a rural area is likely to increase the demand for its own community and recreational facilities that the Council will want to avoid where possible.

Currently, Table 1 – Zoning Table of the Council’s Scheme designates a Grouped dwelling as an ‘X’ use in a Rural zone. This means that the Council cannot approve more than one dwelling on a rural property – even if it was minded to support such a proposal.

As such, an allocation was made in the adopted 2023/2024 Shire of Koorda Budget for the Shire’s Planning Consultant to prepare a Scheme Amendment Report to propose an amendment to the Shire’s Local Planning Scheme, as this item describes.

Comment:

The Shire of Koorda seeks the WA Planning Commission’s support and the Hon. Minister’s approval to a Scheme Amendment to change the permissibility of a Grouped dwelling in a Rural zone from an

'X' use to a 'D' use (discretionary). The Amendment will be supported by the adoption of a Local Planning Policy (LPP) outlining the application of the Council's discretion.

Proposal:

This Amendment seeks to change the permissibility of a 'Grouped dwelling' in a 'Rural' zone from an 'X' use to a 'D' use. The Council will only support a Grouped dwelling in the 'Rural' zone where it is designed to house a family member or a station worker. The Council has prepared a Local Planning Policy (No.10) to more clearly outline its discretion in determining such Development Approval (DA) applications. (contained on pages 8 to 9 of the attachment to this item)

Consultation:

Zac Donovan, Chief Executive Officer
Lana Foote, Deputy CEO
Council

Statutory Implications:

Planning and Development Act 2005
Shire of Koorda Local Planning Scheme No 3

Policy Implications:

If endorsed, a new Local Planning Policy (No. 10) would be adopted.

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2022
2.1.1 - Ensure that our planning framework is modern and meets the needs of the relevant zoning stakeholders, such as industry, residential, small business and any emerging opportunities.

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:

Allowance for the Shire's Planning Consultant to prepare the Local Planning Scheme amendment for the above item was allocated in Council's adopted 2023/2024 Budget. There are small financial implications for the advertising in relation to this item.

Voting Requirements: Simple Majority Absolute Majority

Officer Recommendation
RESOLUTION 080224

Moved Cr NJ Chandler

Seconded Cr KM Burrell

That Council;

- 1. Initiate the proposed amendment by adopting the first resolution of the Amendment documentation (and note the removal of “The land is more than 20 kilometres from an urban centre or an operation townsite.” from the Planning Policy No 10 (page 9))**
- 2. Refer the proposed Amendment to the EPA under section 81 of the *Planning and Development Act 2005*, and**
- 3. On satisfactory response from EPA, advertise the proposed Amendment in accordance with Division 3 of the *Planning and Development (Local Planning Schemes) Regulations 2015* (42 days).**

CARRIED: 5/0

FOR: Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr GL Boyne, Cr KM Burrell

UNCONFIRMED

13. OFFICER'S REPORTS – WORKS & ASSETS

Nil.

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

Nil.

16. Elected Members' Motions

Nil.

17. Matters Behind Closed Doors

Nil.

18. Closure

The Presiding person thanked everyone for their attendance and closed the meeting at 5.26pm.

Signed: _____

Presiding Person at the meeting at which the minutes were confirmed.

Date: 20 March 2024



Great Eastern Country Zone

MINUTES

Thursday, 22 February 2024
Commenced at 9:34am

Shire of Merredin

Merredin Regional Community & Leisure Centre
Bates Street, Merredin Western Australia 6415

TABLE OF CONTENTS

1. Opening and Welcome	3
1.1 Acknowledgement of Country.....	3
2. Attendance and Apologies.....	3
3. Attachments.....	5
4. Declarations of Interest.....	5
5. Announcements.....	6
6. Guest Speakers / Deputations	6
6.1 Speakers for the February Zone Meeting	6
7. Members of Parliament	6
8. Agency Reports	6
8.1 Department of Local Government, Sport, and Cultural Industries	6
8.2 Wheatbelt Development Commission.....	6
8.3 Regional Development Australia Wheatbelt.....	6
8.4 Main Roads Western Australia	7
8.5 Water Corporation.....	7
9. Minutes.....	7
9.1 Confirmation of Minutes from the Great Eastern Country Zone meeting held on Monday 20 November 2023.....	7
9.2 Business Arising from the Minutes from the Great Eastern Country Zone Meeting held on Monday, 20 November 2023	7
9.2.1 Carriage Lighting/Train Visibility – Rail Network (Item 13.1)	7
9.2.2 Zone Council Member Training Rebate (Item 13.4).....	8
9.3 Minutes of the Great Eastern Country Zone Executive Committee meeting held on Tuesday 13 February 2024	8
9.4 Business arising from the Great Eastern Country Executive Committee Meeting held on Tuesday, 13 February 2024	8
9.4.1 Prioritisation of Strategic Zone Issues	8
9.4.2 Medicare Rebate.....	10
10. Zone Business	11
10.2 Great Eastern Country Zone Conference 2025	12
10.3 Road Works during a Total Fire Ban Regulatory Review Update.....	12
10.4 Consultation Opportunities	13
10.5 2024 Local Government Honours Program	14
11. Zone Reports	15
11.1 Zone Chair President Report.....	15
11.2 Wheatbelt District Emergency Management Committee (DEMC)	15
11.3 Regional Health Advocacy Group.....	16
11.4 WALGA RoadWise.....	16
12. Western Australian Local Government Association (WALGA) Business.....	16
12.1 State Councillor Report	16

12.2	State Council Agenda Items – 6 March 2024.....	17
12.3	WALGA President’s Report.....	20
13.	Emerging Issues.....	20
14.	Date, Time, and Place of Next Meetings.....	20
15.	Closure.....	20

1. Opening and Welcome

The Chair declared the meeting open at 9.34am.

1.1 Acknowledgement of Country

We, the Great Eastern Country Zone of WALGA acknowledge the Traditional Custodians of this land, and pay our respects to their Elders past, present and future.

2. Attendance and Apologies

Shire of Bruce Rock	President Cr Ram Rajagopalan Cr Stephen Strange (State Council Representative) Mr Darren Mollenoyux, Chief Executive Officer, non-voting
Shire of Cunderdin	Deputy President Cr Tony Smith Mr Stuart Hobley, Chief Executive Officer, non-voting
Shire of Dowerin	President Cr Robert Trepp Mr David Singe, Chief Executive Officer, non-voting
Shire of Kellerberrin	Cr Dennis Reid Ms Morgan Ware, Manager of Governance
Shire of Koorda	President Cr Jannah Stratford Mr Zac Donovan, Chief Executive Officer, non-voting
Shire of Merredin	Cr Megan Simmonds
Shire of Mount Marshall	Cr Tony Sachse (Zone Chairperson) Mr Gary Martin, A/Chief Executive Officer, non-voting
Shire of Mukinbudin	President Cr Gary Shadbolt Mr Dirk Sellenger, Chief Executive Officer, non-voting
Shire of Narembeen	President Cr Scott Stirrat Deputy President Cr Holly Cusack
Shire of Nungarin	Deputy President Cr Gary Coumbe Mr Ric Halse, Chief Executive Officer, non-voting
Shire of Tammin	Deputy President Cr Tanya Nicholls

	Ms Joanne Soderlund, Chief Executive Officer, non-voting
Shire of Trayning	President Cr Melanie Brown Ms Leanne Parola, Chief Executive Officer, non-voting
Shire of Westonia	President Cr Mark Crees Mr Bill Price, Chief Executive Officer, non-voting
Shire of Wyalkatchem	Deputy President Cr Christy Petchell Cr Ross Lawson Kerr Cr Misha Stratford (Observer) Ms Sabine Taylor, Chief Executive Officer, non-voting
Shire of Yilgarn	President Cr Wayne Della Bosca Mr Nic Warren, Chief Executive Officer, non-voting
Guests	
Telstra	Boyd Brown, Regional General Manager WA
Main Roads WA	Mohammad Siddiqui, Regional Manager Wheatbelt
Water Corporation	Rebecca Bowler, Manager Customer & Stakeholder – Goldfields & Agricultural Region
Regional Development Australia WA	Josh Pomykala, Director Regional Development
Members of Parliament	Hon Mia Davies MLA, Member for Central Wheatbelt Kath Brown, Electorate Officer, Office of Hon Mia Davies MLA
WALGA	James McGovern, Manager Governance & Procurement Naomh Donaghy, Governance & Organisational Services Officer
Apologies	
Shire of Cunderdin	President Cr Alison Harris
Shire of Dowerin	Deputy President Cr Nadine McMorran
Shire of Kellerberrin	President Cr Matt Steber Deputy President Cr Emily Ryan Mr Raymond Griffiths, Chief Executive Officer, non-voting
Shire of Kondinin	President Cr Kent Mouritz Deputy President Cr Bev Gangell Mr David Burton, Chief Executive Officer, non-voting
Shire of Koorda	Deputy President Cr Gary Greaves
Shire of Merredin	President Cr Mark McKenzie Deputy President Cr Renee Manning Ms Leah Boehme, A/Chief Executive Officer, non-voting
Shire of Mount Marshall	Deputy President Cr Nick Gillett
Shire of Nungarin	President Pippa de Lacy
Shire of Narembeen	Rebecca McCall, Chief Executive Officer, non-voting
Shire of Tammin	Cr Nick Caffell
Shire of Trayning	Cr Michelle McHugh
Shire of Westonia	Deputy President Ross Della Bosca

Shire of Wyalkatchem
Shire of Yilgarn

President Cr Owen Garner
Deputy President Cr Bryan Close

Hon Colin de Grussa MLC, Member for Agricultural Region
Hon Steve Martin, Member for the Agricultural Region
Rick Wilson MP, Federal Member for O'Connor
Hon Peter Rundle MLA, Member for Roe
Hon Martin Aldridge MLC, Member for Agricultural Region
Hon Shelley Payne MLC, Member for Agricultural Region
Hon Darren West MLC, Member for Agricultural Region
Hon Sandra Carr MLC, Member for Agricultural Region

Department of Local Government,
Sport, & Cultural Industries

Samantha Cornthwaite, Regional Manager Wheatbelt

Wheatbelt Development Commission

Renee Manning, Principal Regional Development Officer – Central East

3. Attachments

The following are provided as attachments to the Minutes:

1. Item 6.1 Telstra presentation
2. Item 8.4 Main Roads report

The full State Council Agenda can be found via link: [State Council Agenda 6 March 2024 \(walga.asn.au\)](https://www.walga.asn.au)

4. Declarations of Interest

NIL

5. Announcements

NIL

6. Guest Speakers / Deputations

6.1 Speakers for the February Zone Meeting

6.1.1 Telstra

Boyd Brown, Regional General Manager, Telstra Retail & Regional, presented to the Zone on key topics including 3G network closure, mobile update on co-investment and 4G/5G upgrades, satellites and network resilience. Additionally, Mr Brown provided an update on telecommunications resilience planning in the wake of recent severe weather event across the wheatbelt and Goldfields regions.

Boyd took a number of questions from Zone members during his presentation – **Attachment 1**

NOTED

7. Members of Parliament

Any Members of Federal and State Government in attendance were invited to provide a brief update on matters relevant to the Zone.

- Mia Davies, Electorate Officer, Office of Hon Mia Davies MLA

NOTED

8. Agency Reports

8.1 Department of Local Government, Sport, and Cultural Industries

Samantha Cornthwaite, Regional Director Wheatbelt was an apology, a report was submitted for the Zone.

Executive Officer Comment:

The Executive Officer suggested the Department of Local Government, Sport and Cultural Industries be contacted to request a representative attends Zone meetings. Members were in agreeance.

NOTED

8.2 Wheatbelt Development Commission

Renee Manning, Principal Regional Development Officer was an apology for this meeting.

NOTED

8.3 Regional Development Australia Wheatbelt

Josh Pomykala, Director Regional Development was in attendance and took a few moments to introduce himself. There was no report for the February meeting.

NOTED

8.4 Main Roads Western Australia

Mohammad Siddiqui, Regional Manager Wheatbelt provided a report in advance of the meeting, now attached – **Attachment 2**

NOTED

8.5 Water Corporation

Rebecca Bowler, Manager Customer & Stakeholder gave a verbal report.

NOTED

9. Minutes

9.1 Confirmation of Minutes from the Great Eastern Country Zone meeting held on Monday 20 November 2023

The Minutes of the Great Eastern Country Zone meeting held on Tuesday, 20 November 2023 have previously been circulated to Member Councils.

RESOLUTION:

Moved: Shire of Koorda

Seconded: Shire of Yilgarn

That the minutes of the Great Eastern Country Zone meeting held on Monday, 20 November 2023 be confirmed as a true and accurate record of the proceedings.

CARRIED

9.2 Business Arising from the Minutes from the Great Eastern Country Zone Meeting held on Monday, 20 November 2023

9.2.1 Carriage Lighting/Train Visibility – Rail Network (Item 13.1)

At the November 2023 Zone meeting, Cr Alison Harris raising concerns in relation to lighting of train carriages. WALGA provides the following update of information:

In December 2023, the Federal Government released the [National Level Crossing Safety Strategy \(Department of Transport and Main Roads\) \(tmr.qld.gov.au\)](https://www.transport.gov.au/publications/national-level-crossing-safety-strategy) which includes strategies for train lighting and visibility.

Additional commentary is available in this article:

<https://infrastructuremagazine.com.au/2024/02/05/national-level-crossing-safety-strategy-released/>

WALGA also provided a technical submission to the review of AS 7531 'Lighting and Visibility Standard' which occurred in October 2023. There is no current WALGA advocacy or Policy Team activity on this matter.

RESOLUTION:

Moved: Cr Melanie Brown, Shire of Trayning
Seconded: Cr Gary Shadbolt, Shire of Mukinbudin

That the Zone Executive Officer request a comment from WALGA on their capacity to advocate for change, with an item to be prepared for the next Great Eastern Zone meeting.

CARRIED

9.2.2 Zone Council Member Training Rebate (Item 13.4)

Following discussion of this item in November 2023, WALGA commenced monitoring Zone Local Governments that enrol Councillors in the Council Members Essentials training modules.

Under the revised rebate scheme, the Zone through the WALGA Secretariat will directly reimburse each Local Government their \$2,000 allocation rather than request Local Governments to raise an invoice. The rebate is not dependent on all Council Members completing the modules.

NOTED

9.3 Minutes of the Great Eastern Country Zone Executive Committee meeting held on Tuesday 13 February 2024

The Minutes of the Great Eastern Country Zone Executive Committee meeting held on Tuesday, 13 February 2024 were attached.

RESOLUTION

Moved: Shire of Trayning
Seconded: Shire of Nungarin

That the Minutes of the Great Eastern Country Zone Executive Committee Meeting held on Tuesday 13 February 2024 be received.

CARRIED

9.4 Business arising from the Great Eastern Country Executive Committee Meeting held on Tuesday, 13 February 2024

9.4.1 Prioritisation of Strategic Zone Issues

In no particular order, the following items are regarded as strategic Zone priority issues for 2024 with proposed new items identified in **green**:

- Regional Health Services to include:
 - Hospitals
 - Aged Care
 - Future of Nurse Practitioner Service
- St John Ambulance Service – Impact on Volunteers and the provision of the service generally.

- Regional Subsidiaries
- Transport – Road Network
- Telecommunications
- Education
- Review of GROH Housing and Regional Housing issues
- Waste Management
- Agricultural Land Use

Executive Committee Comment:

Strategic priorities have been updated for consideration of Zone members. Covid-19 has been excluded and the theme of regional housing has been added to GROH housing in recognition that many Local Governments struggle with lack of residential housing.

In advance of the Executive Committee meeting, Cr Mark Crees proposed a new priority based on corporations purchasing productive agricultural land to offset their carbon footprint by planting trees; this issue is aligned to the use of productive agricultural land for solar farms and wind farms. There is a relationship between this emerging issue and the buying up of productive agricultural land in various regions of WA commencing in the 1990’s for planting of commercial blue gum farms.

Both added priorities were the subject of adopted 2023 WALGA AGM motions that are currently under consideration by WALGA Policy Teams:

Regional Housing

That WALGA advocates to the WA State and Commonwealth Governments to address the dire shortage of affordable key worker family housing options in regional and remote towns to encourage families to live and work in regional and remote towns. Social housing is addressed at both the State and Federal levels.

Agricultural Land Use

That WALGA establish and promote policies to protect and prioritise the preservation of agricultural land against its displacement by non-agricultural activities that lead to a net reduction of the State’s productive agricultural land.

Comment:

Cr Crees, Shire of Westonia, gave an overview on the importance of the addition of “Agricultural Land Use”, using the example of the potential sale of Merredin Farms to a Mining Corporation for their Carbon Offsets. This would equate to 20,000Ha of 240,000Ha farmland in the Shire of Westonia alone.

The Executive Officer will keep Zone Members informed on what WALGA are doing in this space.

RESOLUTION

Moved: Shire of Westonia
Seconded: Shire of Narembeen

That the Great Eastern Country Zone endorse the Strategic Zone Priorities for 2024.

CARRIED

9.4.2 Medicare Rebate

At the November 2023 Zone meeting, Cr Alison Harris brought a Medicare item forward; that Medicare are proposing that the rebate will not be offered for first telehealth consultations with speciality doctors.

The current Medicare Benefits Schedule does not identify any change to the first telehealth consultation with speciality doctors. The Executive Committee discussed this matter and recommended that the Zone prepare correspondence to advocate against any change, highlighting the impact it will have on regional communities who rely heavily on telehealth consultations.

RESOLUTION:

Moved: Shire of Bruce Rock
Seconded: Shire of Westonia

That the Zone Executive Officer write to Medicare / Services Australia and inform that the WALGA Great Eastern Country Zone is opposed to any change to the Medicare rebate for initial telehealth consultations with specialist doctors.

CARRIED

9.4.3 Women of the Wheatbelt Elected Members (WoWem) Sundowner

On Friday 15 March 2024, Cr Harris in partnership with other Members of the Great Eastern Country Zone, will host a Sundowner for female councillors in the region, the “Women of the Wheatbelt Elected Members (WoWem) Sundowner” in Merredin. It is estimated there will be 30+ attendees.

The Executive Committee supports a request for Zone consideration of a financial contribution in support of this event.

The organisers are currently awaiting catering quotes and can advise on a suggested contribution closer to the event. In the absence of specific costings, the Executive Committee therefore propose a financial contribution to a maximum of \$1,000 be considered.

Comment:

Cr Brown thanked Cr Harris for her work, stating this event is a great initiative.

RESOLUTION

Moved: Shire of Trayning
Seconded: Shire of Bruce Rock

That the Great Eastern Country Zone make a financial contribution up to a maximum of \$1,000 toward the cost of hosting the Women of the Wheatbelt Elected Members (WoWem) Sundowner to be held on 15 March 2024.

CARRIED

10. Zone Business

10.1 2024 Meeting dates

Background:

Meeting dates for the Great Eastern Country Zone's Executive Committee and Zone meetings are presented for the Zone's review and acceptance.

These dates were endorsed by the Executive Committee at their meeting on Tuesday 13 February.

The Executive Committee dates are 1.5 weeks prior to the Zone meeting. Zone meetings are scheduled to align with State Council meetings.

NOTICE OF MEETINGS
GREAT EASTERN COUNTRYZONE EXECUTIVE COMMITTEE 2024

Exec Comm Meeting Dates Tuesday	Time	HOST COUNCIL
2 April	Tuesday 8am	Teleconference
4 June	Tuesday 8am	Teleconference
13 August	Tuesday 8am	Teleconference
5 November	Tuesday 8am	Teleconference

NOTICE OF MEETINGS
GREAT EASTERN COUNTRY ZONE 2024

Zone Meeting Dates	Time	Host Council	State Council meeting Dates 2024	Time to read State Council Agenda
11 April	Thursday 9.30 am	Kellerberrin	Wednesday 1 May	2 weeks and 1 day
13 June	Thursday 9.30 am	Merredin	Wednesday 3 July	1 week and 1 day
22 August	Thursday 9.30 am	Kellerberrin	Regional Meeting 5-6 September	1 week and 1 day
14 November	Thursday 9.30 am	Merredin	Wednesday 4 December	2 week and 1 day

RESOLUTION

Moved: Shire of Dowerin

Seconded: Shire of Bruce Rock

That the 2024 Great Eastern Country Zone Executive Committee and Zone dates are confirmed as stated above.

CARRIED

10.2 Great Eastern Country Zone Conference 2025

The Great Eastern Country Zone Conference was held in Merredin on Tuesday 28 February 2023. Themed “Regional Collaboration,” the intent of the Conference was to provide information on current and planned regional collaboration involving Zone Local Governments. A total of 100 people attended, including Local Government Councillors, Senior officers, and three members of Parliament.

A subsequent survey provided a strong response that the conference is a valuable experience, particularly the information and networking opportunity it provides for Council Members that do not attend the Zone.

The Zone is committed to a biennial conference and it would be practical to commence planning for the 2025 conference as soon as possible. The Executive Committee recently discussed establishing a Zone Conference Planning Subcommittee to take the lead on the conference theme, speakers, location and potential innovations.

It is recommended the Subcommittee comprise between 4 and 6 members and it will be supported by WALGA through the Zone Executive Officer. The Zone Conference Planning Subcommittee will also be able to leverage the capability within WALGA’s Marketing and Events team to assist with matters including conference planning and promotion, venue identification and logistics, speaker and MC acquisition.

RESOLUTION

Moved: Shire of Westonia

Seconded: Shire of Mukinbudin

That the Great Eastern Country Zone establish a Zone Conference Planning Subcommittee comprising the following Zone delegates:

Cr Melanie Brown, Shire of Trayning;

Cr Jannah Stratford, Shire of Koorda :

Cr Ram Rajagopalan, Shire of Bruce Rock;

Cr Gary Shadbolt, Shire of Mukinbudin :

Cr Tony Sasche, Shire of Mount Marshall;

Cr Stephen Strange, Shire of Bruce Rock;

Cr Mark Crees, Shire of Westonia

CARRIED

10.3 Road Works during a Total Fire Ban Regulatory Review Update

By Max Bushell, Senior Policy Advisor, Road Safety and Infrastructure

EXECUTIVE SUMMARY

- *The Department of Fire and Emergency Services (DFES) has announced that changes to the Bush Fires Regulations 1954 dealing with grading and bituminising works during a Total Fire Ban have come into effect.*
- *All conditions on conducting road works during a Total Fire Ban have been removed, except for the following three conditions: 24Y, 24ZA, and 24ZB.*
- *Local Governments should still employ robust risk management and assessment strategies when deciding whether to proceed with roadworks during a Total Fire Ban.*

BACKGROUND

Following consultation with WALGA and Local Governments, Main Roads, and contractors, DFES have removed all conditions on conducting road works during a Total Fire Ban, except for:

- Regulation 24Y: road work remains prescribed for the purposes of section 22B(2) of the Bush Fires Act 1954; meaning business, industry and public authorities (which include Local Governments) can continue to conduct road work during a total fire ban without requiring an exemption.
- Regulation 24ZA: road work must stop during a Total Fire Ban where there is a Catastrophic fire danger rating – with exceptions for essential services.
- Regulation 24ZB: notification is still required via the online notification form which notifies DFES and the Local Government where the works are occurring during a Total Fire Ban. If working within 3kms of DBCA managed land, notification to DBCA is also required.

Local Governments should continue to employ their own thorough risk assessment and risk management practices that consider fire prevention and mitigation when programming road works during a Total Fire Ban.

Additional information can be found on the DFES [website](#). The DFES road work [factsheet](#) may be particularly useful for Local Governments.

NOTED

10.4 Consultation Opportunities

The following consultations are currently open and Zone Local Governments may consider providing a response or formal submission:

Auditor Experience Survey

WALGA has again partnered with LG Professionals WA to conduct a survey of the sector seeking feedback in relation to the annual audit process.

To this end we have jointly revised the questionnaire based on last year's experiences to ensure we obtain feedback from the sector that will enable us to provide constructive advice to the Office of the Auditor General. The OAG is supportive of this process and welcomes advice from the peak bodies to inform their continued improvement.

Please assist us in this important research exercise by completing the online survey at <https://www.surveymonkey.com/r/6KRF2K9> before close of business on **Friday, 15th March**.

Kindly note that only one response is required per organisation.

If you have any queries, please don't hesitate to contact me on either my mobile: 0439 914 349, direct work number 9213 2051 or email: tbrown@walga.asn.au

Stop Puppy Farming - Fees and Charges Consultation Paper

Consultation is now being undertaken by consultants Marsden Jacob Associates on the new and existing fees and charges under the Dog Act 1976 and Cat Act 2011. Local Governments should have received correspondence from them providing a consultation paper and a link to an online survey for submissions in response.

The five-week consultation period opened on Thursday 1 February and responses will inform the development of fees for the following approvals:

1. Dog and cat registration by owners and contributions to the Centralised Registration System (CRS)
2. Dog supply approvals
3. Approvals to breed for dogs
4. Pet shops approvals (only applicable to dogs)

If you have not received a copy of the consultation paper and a link to their survey, please contact Marsden Jacob Associates for at SPFees@marsdenjacob.com.au

The consultation closes on **Friday, 8 March**.

Cemeteries and Cremations Act Review

The March 2024 State Council Agenda includes an Item for Decision on this review, this is a timely opportunity to inform the Zone that the consultation period has been extended to 15 March. This provides Local Governments with a renewed opportunity to provide a submission, with information provided below:

The Department of Local Government, Sport and Cultural Industries has commenced a **Review of the Cemeteries Act 1976 and the Cremations Act 1929**.

Local Governments that operate cemeteries or have cremation facilities within their district are encouraged to provide a submission to the DLGSC via the above link. WALGA would appreciate receiving a copy of submissions to inform the development of advocacy. Please send copies of submissions to governance@walga.asn.au by Thursday 25 January 2024.

NOTED

10.5 2024 Local Government Honours Program

By Meghan Dwyer, Executive Officer Governance

The annual Local Government Honours Program affords public recognition and celebration of the outstanding achievements and lasting contributions made by Elected Members and Local Government officers to their respective Councils, the WA Local Government sector and the wider community.

There are six awards in the 2024 Program:

1. Local Government Medal
2. Life Membership
3. Eminent Service Award
4. Merit Award
5. Local Government Distinguished Officer Award
6. Young Achievers Award

Nominations will open on **Friday, 8 March 2024** and close at **5:00pm on Friday, 31 May 2024**.

Details on the 2024 Honours Program and Nomination Forms will be available from Friday, 8 March 2024 on the [WALGA website](https://www.walga.asn.au).

For more information contact Meghan Dwyer, Executive Officer Governance, on 9213 2050 or via email at honours@walga.asn.au.

NOTED

11. Zone Reports

11.1 Zone Chair President Report

President Tony Sachse

As we moved into 2024 and January in particular, GECZ member councils experienced a series of bushfires, mainly due to lightning, followed by a very intense super cell with wide-ranging impacts such that it was designated a Level 2 Amber emergency. There are items relating to this in today's agenda.

The GECZ met for the first-time last week with items relating to current and future meetings as well as discussion on holding a Wheatbelt Zone Conference in 2025. Our guest speaker today is Mr Boyd Brown, Regional General Manager, Telstra Retail & Regional who will present on a range of topics. We also look forward to all our Agency and other reports. By working together in a positive way, we are hopeful many of the concerns we have can be addressed, within the resources available. Good planning and process is also important.

Thanks to the WALGA staff for their contribution in preparing today's agenda, especially James McGovern and Naoimh Doherty. Thanks also to the Shire of Merredin for hosting us today.

RESOLUTION

Moved: Shire of Trayning

Seconded: Shire of Mukinbudin

That the Zone President's Report be received.

CARRIED

11.2 Wheatbelt District Emergency Management Committee (DEMC)

President Tony Sachse

The last Wheatbelt DEMC met on 19th October 2023. The unconfirmed minutes were attached.

You will probably already be aware but Yvette Grigg, District Emergency Management Advisor, Wheatbelt and Goldfields-Esperance Districts, Department of Fire and Emergency Services finished up in her role on Thursday 25th January, 2024. Yvette has given all of us considerable support over many years. Thank you, Yvette.

The Wheatbelt Operational Area Support Group (OASG)/ISG is now meeting on an as needed basis. After the multiple bushfires and the Level 2 Amber Emergency due to the Super Cell in January 2024, Meetings were held twice daily from 17th January 2024 until and including 21st January 2024, and daily from 22nd – 24th January, 2024. A final meeting a debrief of this emergency is scheduled for Tuesday, 20th February, 2024.

Wheatbelt OASG Minutes, Extracts and attachments were distributed to the WALGA GECZ members during the emergency by our executive, so they are not repeated in this report. Of note though are the notes from DFES relating to the use of generators during a Total Fire Ban. A TFB was in place in some Local Governments on Sunday 21st January 2024 during the Emergency. Agencies, Local Governments, Businesses and Individuals were required to consider the reasons for running a generator, and if they did so, that they met the conditions for doing so including having a suitable spark arrestor fitted.

- Regulation 24A(4) Bush Fire Regulations provides that use of an engine, vehicle, plant, equipment or machinery is not prohibited under reg 24A / s 23B Bush Fire Act provided that: o (a) the purpose of that use or operation is the prevention of an immediate and serious risk to the health or safety of a person or livestock; and o (b) all reasonable precautions have been taken to prevent the use or operation from causing a bush fire; and o (c) without limiting paragraph (b), the condition applicable under sub regulation (5) is complied with.
- Based on the above information the use of the generators is to prevent an immediate and serious risk to the health and safety of a person or livestock given the known impacts of the current outage and failure to return normal services within a reasonable period of time may mean for those persons already identified as vulnerable in the community due to pre-existing medical conditions among other things.
- The generator user must ensure that the internal combustion engine that is, or that activates, the engine, vehicle, plant, equipment or machinery being used or operated is mechanically sound and has an exhaust system that — o (a) is clean and free from gas leaks; and o (b) except in the case of a motor vehicle, is fitted with a suitable spark arrester for the engine. • The use of a generator for an essential service becomes relevant if the fire danger is catastrophic, but that does not appear to be the case at the moment.
- The relevant exemption holders should also consult any exemptions they have regarding works they can perform.

RESOLUTION

Moved: Shire of Bruce Rock

Seconded: Shire of Yilgarn

That the Wheatbelt District Emergency Management Committee Report be received.

CARRIED

11.3 Regional Health Advocacy Group

Cr Alison Harris was an apology for this meeting.

RESOLUTION

Moved: Shire of Bruce Rock

Seconded: Shire of Narembeen

That the Regional Health Advocacy Report be received.

CARRIED

11.4 WALGA RoadWise

Cliff Simpson, Road Safety Advisor, was an apology.

12. Western Australian Local Government Association (WALGA) Business

12.1 State Councillor Report

Cr Stephen Strange

- Cr Strange gave a verbal report referencing;
- We have a record 14 new Councillors on State Council.
- A new WALGA President and Deputy President will be elected at the March meeting.

- Highlighted the positive actions coming from Policy Teams.
- Following the next State Council meeting, State Council will meet to determine sector's key asks in advance of the March 2025 State election and will develop our advocacy campaign around these priorities, which will be a key focus of our work in 2024.
- Reminder that all Council meetings will be audio recorded from January 2025 onwards. Encouraged Zone Members to take advantage of WALGA's Meeting Procedures workshop training.

Executive Officer Comment:

The Executive Officer reminded Members that there are free workshop training opportunities available through WALGA to prepare for the recording of Council meetings.

RESOLUTION

Moved: Shire of Kellerberrin
Seconded: Shire of Wyalkatchem

That the State Councillor Report be received.

CARRIED

12.2 State Council Agenda Items – 6 March 2024

Background

WALGA State Council meets five times each year and as part of the consultation process with Member Councils circulates the State Council Agenda for input through the Zone structure.

Zone delegates to consider the Matters for Decision contained in the WA Local Government Association State Council Agenda and put forward resolutions to Zone Representatives on State Council

The full State Council Agenda can be found via link: [State Council Agenda 6 March 2024 \(walga.asn.au\)](https://www.walga.asn.au)

The Zone is able to provide comment or submit an alternative recommendation that is then presented to the State Council for consideration.

MATTERS FOR DECISION

1.1 Separation (Centre) and Edge Line Markings by Local Government on Low Volume Rural Roads

Executive Summary

- The Main Roads WA warrant does not currently allow edge line or separation (centre) line markings on Local Government roads that carry less than certain traffic volume thresholds.
- Local Governments would like to enhance the safety of their roads by installing line markings in instances where only the traffic volume criterion under the warrant is not met.
- A process is proposed in this item whereby Local Governments would pay for the installation and maintenance and Main Roads would perform the necessary inspections to ensure that the markings adhere to the applicable standard.

- Local Governments would not be required to undertake these works, but rather would have the option to install line markings on qualifying roads that do not meet the traffic volume criterion at their own cost.

WALGA RECOMMENDATION

That WALGA endorse the below Advocacy Position:

- Main Roads Western Australia allow Local Governments to install edge line and separation (centre) line markings on roads that meet all relevant criteria, but do not meet the criterion on traffic volume.**
- For this exemption, Local Governments must adhere to the following conditions:**
 - The Local Government contact Main Roads via the Regional Network Manager with their intent to undertake line marking on specific roads that do not meet the traffic volume criterion, but meet all the other criteria.**
 - The Local Government obtain a Council resolution, committing to fund all installation and maintenance costs.**
 - Local Government undertake spotting/surveying.**
 - Main Roads to undertake an inspection following the survey/spotting work, confirm the start and finish points for the longitudinal line markings, and record the sections of road with line markings to be maintained by Local Government in the relevant database.**
 - Main Roads approve the final layout prior to line marking occurring.**
 - Local Government undertake the works.**
 - Local Government maintain the works in accordance with Main Roads WA standards.**
 - Local Government remove the lines if maintenance works are not performed to the standard.**

1.2 Recovered Materials Framework Advocacy Position

Executive Summary

- The [Standards for Recycled Organics Applied to Land Policy Statement 2007](#) was developed at a time when the main option for landfill diversion of organic material in Western Australia was through mixed waste Alternative Waste Treatment (AWT) facilities.
- The Policy Statement provides principles for the development of standards for recycled organics applied to land, however these principles are potentially broadly applicable to any recovered material applied to land.
- The approach taken is that the principles/approach in the Policy Statement have been reviewed and used to inform the development of the Recovered Materials Framework Advocacy Position.
- The Department of Water and Environmental Regulation is developing a Recovered Materials Framework to cover the application of recovered materials to land.
- The Municipal Waste Advisory Council (MWAC) endorsed the new Advocacy Position in December 2023.

WALGA RECOMMENDATION

That WALGA:

- Rescind the existing WALGA *Standards for Recycled Organics Applied to Land Policy Statement 2007* and Advocacy Position 7.9:**

Local Government:

- Acknowledges the benefits of applying recycled organics to land, especially as a means of diverting organic material from landfill; and,**
- Supports the development of standards for applying recycled organics to land, to ensure a fit for purpose product is developed.**

2. Endorse a new *Recovered Materials Framework* Advocacy Position as follows:

The use of recovered materials, across a range of applications, is essential in reducing the use of basic raw materials, meeting State Waste Strategy Targets and increasing diversion of waste from landfill. To ensure end users have high confidence in the quality and safety of products derived from recovered materials, consistent, outcomes-based standards and investment certainty are required.

The State Government, in consultation with Local Government and the waste management industry, should take a leadership role in facilitating the use of recovered material by:

1. **Developing a regulatory framework which:**
 - a. **Outlines clear, outcomes-based specifications for individual products which take into consideration the receiving environment and allow for site-specific assessment.**
 - b. **Minimises risk to human health and the environment from the use of recovered material.**
 - c. **Establishes robust systems to provide quality assurance and ongoing surveillance throughout the supply chain.**
2. **Providing guidance and support mechanisms for the successful implementation of the framework.**
3. **Supporting the development of, and access to, sustainable end markets and long-term offtake agreements through initiatives such as active engagement with potential end users and the inclusion of recovered material content targets in Government procurement and large infrastructure projects.**

1.3 Review of Cemeteries Act 1986 and Cremation Act 1929 Discussion Paper

Executive Summary

- The Department of Local Government, Sport and Cultural Industries released the Review of *Cemeteries Act 1986* and *Cremation Act 1929* Discussion Paper in November 2023 for public submission.
- WALGA was granted an extension to the submission closing period of 16 February 2024 to permit sector involvement in providing feedback from the Zone process and State Council consideration.

WALGA RECOMMENDATION

That WALGA:

1. **Supports the intent of the Review of Cemeteries Act 1986 and Cremation Act 1929 Discussion Paper to reduce red tape, modernise legislation and standardise administrative practices; and**
2. **Advocates that Local Government cemetery managers retain the capacity to impose cemetery fees and charges under Part 6 of the Local Government Act.**

POLICY TEAM AND COMMITTEE REPORTS

- 9.1 Environment Policy Team Report
- 9.2 Governance Policy Team Report
- 9.3 Infrastructure Policy Team Report
- 9.4 People and Place Policy Team Report

9.5 Municipal Waste Advisory Council (MWAC) Report

MATTERS FOR NOTING / INFORMATION

10.1 2024-25 Federal Budget Submission

10.2 Emergency Management Sector Adaptation Plan (EM-SAP) Local Government Consultation Project

RESOLUTION

Moved: Shire of Nungarin

Seconded: Shire of Tammin

That the Great Eastern Country Zone:

- 1. Supports all Matters for Decision as listed above in the March 2024 State Council Agenda; and**
- 2. Notes all Matters for Noting, Policy Team and Committee Reports and Organisational Reports as listed in the March 2024 State Council Agenda.**

CARRIED

12.3 WALGA President's Report

The WALGA President's Report was attached to the agenda.

RESOLUTION

Moved: Shire of Koorda

Seconded: Shire of Wyalkatchem

That the Great Eastern Country Zone notes the WALGA President's Report.

CARRIED

13. Emerging Issues

NIL

14. Date, Time, and Place of Next Meetings

The next Executive Committee meeting will be held on Tuesday 2 April, via MS Teams – 8am.

The next Great Eastern Country Zone meeting will be held on Thursday 11 April commencing at 9.30am. This meeting will be hosted by the Shire of Kellerberrin.

15. Closure

There being no further business the Chair declared the meeting closed at 12.19pm.



Minutes – GENERAL MEETING

General Meeting held on Thursday 29th February 2024, at Trayning Don Mason Community Centre.

Opening 10.22am

Invited Attendees:

NEWTRAVEL MEMBER

Shire of Westonia

Mukinbudin CRC

Shire of Mukinbudin

Shire of Mt Marshall

Shire of Trayning

Shire of Wyalkatchem

MEMBER VOTING DELEGATE

Stacey Geier (NEWTRAVEL Chair)
Cr. Bill Huxtable

Kerry Walker
Cr Tanya Gibson (Deputy Delegate)
Leanne Parola (CEO)
Stephanie Elvidge

ASSOCIATE MEMBERS & OTHERS

Linda Vernon (NEWTRAVEL TO)

Jessica McCartney
Karla Spark

Phoebe Sachse
Cr Mark Leslie
Cr Christy Petchell

Apologies:

Shire of Westonia

Shire of Dowerin

Nungarin CRC

Shire of Mt Marshall

Bencubbin CRC

Shire of Nungarin

Koorda CRC

Shire of Mukinbudin

Beacon CRC

Shire of Koorda

Linley Dreghorn

Cr Megan Beagly

Cr Kerry Dayman

Kim Storer

Cr Sandie Ventris

Nancy Dease

Lana Foote

Lani Hale

Tanya Stobie
Georgina McKay
Sharon Kett

Charli West

1. Previous Minutes

1.1 Confirmation (Previous Meeting Minutes click [Here](#))

RESOLUTION:

That the Minutes of the NEWTRAVEL Meeting held in Wyalkatchem on 26 October 2023 be confirmed as a true and correct record of proceedings.

Moved: Cr Tanya Gibson Seconded: Cr Christy Petchell CARRIED

1.2 Business arising from previous minutes – NIL

ACTIONS	UPDATE
•	
•	

2. Correspondence

2.1 Correspondence In

2.1.1 Various Emails inward.

2.2 Correspondence Out

2.2.1 Various Emails outward.

RESOLUTION:

That the NEWTRAVEL inward correspondence is accepted, and the outward correspondence be endorsed.

Moved: Stephanie Elvidge Seconded: Jess McCartney CARRIED

2.3 Business arising from Correspondence

Nil

3. Financial Report

Cheque Acc Opening Balance 1 October 2023		\$48,670.63
INCOME		
Other Income	Australias Golden Outback – 23/24 Destination Development	\$12,000.00
Memberships	Shire of Nungarin – 23/24 Membership	\$7,900.00
	Shire of Westonia – 23/24 Membership	\$6,400.00
	Shire of Mt Marshall – 23/24 Membership	\$7,900.00
	Shire of Trayning – 23/24 Membership	\$7,900.00
	Shire of Wyalkatchem – 23/24 Membership	\$7,900.00
	Bencubbin CRC – 23/24 Membership	\$50.00
	Total Income	
EXPENSES		
Marketing	Baxter Backpacks, Social Media Content September 2023	\$1,500.00
	Baxter Backpacks, purchase additional 10 images	\$500.00
	Lex Porebski – Winner 2023 Photo Comp	\$500.00
Tourism Officer	Premium Publishers – AGO Annual Planner advertising	\$2,524.50
	Vernon Contracting – Tourism Officer, September 2023	\$4,196.31
	Alyce Ventris – Social Media July/August/September	\$825.00
	Vernon Contracting – Tourism Officer, October 2023	\$4,208.17
	Vernon Contracting – Tourism Officer, November 2023	\$4,280.96
	Vernon Contracting – Tourism Officer, December 2023	\$3,960.00
Postage	Shire of Merredin – Annual Postage	156.20
Signage	Justin Braddon – Banner Flag replacement, Trayning	\$264.00
	Total Expenditure	\$22,915.14
Cheque Acc Closing Balance 31 January 2024		\$75,705.49
Other Income	Koorda CRC – 23/24 Membership	\$500.00
Outstanding Payments	Premium Publishers – AGO Map advertising	\$781.00
	Vernon Contracting – Tourism Officer, January 2023	\$3,960.00
	Australia's Golden Outback – 2024 Wheatbelt Weekends Campaign	\$3,300.00
Ending Financial Position on 23 February 2024		\$68,264.49

Signage Funds Remaining

Turbo Signs – Banner Flag Trayning	\$264.00
Total Signage Funds Remaining	\$1,113.10

RESOLUTION:

That the NEWTRAVEL financial report is accepted as presented.

Moved: Cr Tanya Gibson

Seconded: Kerry Walker

CARRIED

Discussion was held around memberships, the Shires of Mukinbudin, Nungarin & Dowerin had still not paid their 2023/24 memberships – Linda will chase up.

CrBill Huxtable queried why the Shire of Westonia membership was less than the other Shires. Linda explained that the Shire of Westonia paid their \$1,500 Regional Marketing Contribution component direct through WEROC so that was why it was less.

4.0 NEWTRAVEL Tourism Officer (0.4FTE) January 2024 Report

Main Activities	Description	Progress/Update
1. NewTravel Administration		
a. Organise, attend and minute NEWTRAVEL meetings. Attending to any correspondence or motions at these meetings.	Organise and attend NEWTRAVEL Meetings	<ul style="list-style-type: none"> Attended October NEWTRAVEL meeting
b. Undertake governance and financial reporting activities.	Prepare Agendas and Minutes; attend to correspondence and motions as directed.	<ul style="list-style-type: none"> October Meeting Minutes prepared and circulated.
	Undertake financial responsibility for NEWTRAVEL including invoicing, paying accounts, preparing and presenting financial reports.	<ul style="list-style-type: none"> Monthly financials completed and accounts paid.
2. Marketing		
a. Implement the Wheatbelt Way Marketing Plan	Develop, adopt and implement annual marketing plan.	<ul style="list-style-type: none"> Commenced implementation of 2023-24 Marketing Plan
b. Support NEWTravel to undertake tourism marketing activities to the benefit of the members.	Promote the Wheatbelt Way through press advertising and any other opportunities as they arise.	<ul style="list-style-type: none"> Implemented Summer in the Wheatbelt Way Marketing Campaign Supported the Central Wheatbelt Bowls League in hosting the Inter-league Championships in Feb 2024, with Wheatbelt Way Marketing material for their livestream feed.
	Update and distribute Wheatbelt Way Brochures and Booklets.	<ul style="list-style-type: none"> Distributed as required.
	Arrange for the preparation of promotional packages for individuals, groups, companies and arrange appropriate distribution	
3. Website and Social Media		
a. Develop and maintain a presence for the Wheatbelt Way on internet and social media.	Maintain the Wheatbelt Way website	<ul style="list-style-type: none"> Updated weekly as required.
	Answer all Wheatbelt Way enquiries via the website and respond to requests for merchandise as required.	<ul style="list-style-type: none"> Wheatbelt Way enquiries (website, email, socials, chat and phone).
	Create a Wheatbelt Way Facebook Page and maintain it regularly.	<ul style="list-style-type: none"> Posting and sharing of Wheatbelt Way content daily on Facebook and Instagram weekly.
4. Stakeholder Communications		
a. Maintain relationships with Central Wheatbelt Visitors Centre and Australia's Golden Outback	Attend Regional Working Group Meetings	<ul style="list-style-type: none"> Continued support of the Wheatbelt Tourism Group Meeting with WDC to further conversations of tourism & WDC.
b. Communicate with members.	Quarterly Newsletter to Stakeholders	<ul style="list-style-type: none"> Bi-Monthly E-news to NEWTRAVEL stakeholders sent. Quarterly newsletter subscribers sent.
	Provide information and updates as identified.	<ul style="list-style-type: none">
5. Maintenance and Monitoring		
	Coordinate and collate tourism data for the region.	<ul style="list-style-type: none"> Compiled the Visitor Statistics to October 2023.

<p>a. <i>Assist in the maintenance of the Wheatbelt Way Infrastructure and monitoring of Tourism across NEWROC</i></p>	<p>Coordinate annual auditing of Wheatbelt Way sites with individual shires and reporting of recommendations back to shires.</p>	<ul style="list-style-type: none"> • Quarterly Marketing Report produced •
<p>6. Supporting additional activities</p>		
<p>a. <i>Any other duties within the Contractors range of abilities as directed by the Director of Economic Services if time and resources allow.</i></p>	<p>Assist with planning and conducting tourism initiatives as required (incl. local famils and trade shows).</p>	<p>-</p>
	<p>Carry out research and manage projects as required</p>	<ul style="list-style-type: none"> •
	<p>Other</p>	<ul style="list-style-type: none"> • Continued NEWTRAVEL Events Support project proposal and commenced engagement with NEWROC and Dowerin Events Management as potential project partners to deliver. • Undertook Expression of Interest for Project Officer role for Events Support project.

5.1 Wheatbelt Way Visitor Statistics

A reminder that the reporting periods are:

- 1. July – October*
- 2. November – February*
- 3. March – June*

If Shires could please submit their complete Excel spreadsheets for the period November 2023 – February 2024 and email them in by the 14th March it would be greatly appreciated.

The October 2023 Snapsnot Report can be viewed [here](#).

5.2 Social Media and Marketing Report

NEWTRAVEL’s primary purpose is to market and promote the Wheatbelt Way self-drive route and the tourism assets in the NEWTRAVEL area. We also engage with visitors and tourists through our promotional activities.

A full report on NEWTRAVEL’s Social Media analytics and marketing activities was provided at the meeting and can be [viewed here](#).

General discussion was held on the future of NEWTRAVEL’s marketing activities for 2024.

Perth Caravan & Camping Show

Seeking volunteers from Thursday 21st March to Sunday 24th March 2024 at the Claremont Showgrounds. Gate entry costs will be covered by NEWTRAVEL for volunteers. It is ideal to have 2 people on the stand at one time. Shift 2 can be an 8hrs shift and then there is not need for Shift 3 to be filled. This is completely at the discretion of the volunteer and what time they have available to commit.

2024 Perth C & C Show Thursday 2 – Sunday 24 March - Claremont Showgrounds, Perth.							
Wheatbelt Stand - Jim Webster Tourism Pavilion							
Date/Day	Total Hours Required	Start time	Finish Time	Name	Region	Contact Mobile	Email
21-Mar Thursday	Shift 1 - 8hrs	9:00am	5:00pm	Linda Vernon	NEWTRAVEL	0428 831 074	linda@wheatbeltway.com.au
	Shift 2 - 4hrs	9:00am	1:00pm				
	Shift 3 - 4hrs	1:00pm	5:00pm				
22-Mar Friday	Shift 1 - 8hrs	9:00am	5:00pm	Linda Vernon	NEWTRAVEL	0428831074	linda@wheatbeltway.com.au
	Shift 2 - 4hrs	9:00am	1:00pm				
	Shift 3 - 4hrs	1:00pm	5:00pm	Peter Hares	CWVC		visitor2@meredin.wa.gov.au
23-Mar Saturday	Shift 1 - 8hrs	9:00am	5:00pm	Peter Hares	CWVC		visitor2@meredin.wa.gov.au
	Shift 2 - 4hrs	9:00am	1:00pm				
	Shift 3 - 4hrs	1:00pm	5:00pm				
24-Mar Sunday	Shift 1 - 8hrs	9:00am	5:00pm	Peter Hares	CWVC		visitor2@meredin.wa.gov.au
	Shift 2 - 4hrs	9:00am	1:00pm				
	Shift 3 - 4hrs	1:00pm	5:00pm				
	Show bumpout from 5:00pm						
Contacts							
NEWTRAVEL	Linda Vernon	Mob:	0428 831 074				
<i>If you cannot get hold of Linda, please then try the following contacts:</i>							
AGO	Kelly Leonard	Mob:	0422 944 382				

6.0 General Business

6.1 NEWTRAVEL/NEWROC Events Support Project

BACKGROUND:

NEWTRAVEL endorsed the Events Support Project proposal as presented to the October 2023 meeting, and directed that if NEWROC did not endorse and agree to contribute the unconfirmed funds that NEWTRAVEL to approach the member Councils individually.

COMMENT:

NEWROC were approached and did not endorse contributing the additional funds for the project. Each member Council was then approached and all agreed to provide additional funding for the project by:

Council Contribution Request:

- 2023-2024: \$470.00 per NEWTRAVEL Member Council
- 2024-2025: \$705.00 per NEWTRAVEL Member Council

Unfortunately, after extensive consultation with Danielle Green from Dowerin Events Management we were unable to make arrangements for the position to be hosted with their organisation at this time due to the staffing constraints that they have been facing. Danielle has been very supportive of the project and the door is open to engage throughout the duration or beyond 30 June 2025.

Consequently, in mid-December it was decided to advertise an Expression of Interest for a [Project Officer position](#) closing the end of January 2024. Two expressions of interest were received. In person meetings were held with both applicants to discuss the opportunity.

RECOMMENDATION:

That NEWTRAVEL offer a contract by an Independent Contractor Agreement to Lily Haeusler as 0.4FTE Events Project Officer to deliver the identified outputs of the Events Support project.

Duration:

1 March 2024 to 30 June 2024: 0.4FTE, 40 days, 8 hours/day, \$40/hour – flexible.

1 July 2024 to 30 June 2025: 0.4FTE, 96 days, 8 hours/day, \$40/hour – flexible.

Location:

Remote (work from home).

Equipment:

Contractor to provide own office, office equipment and vehicle.

Compensation:

\$40/hour

Travel reimbursement allowance at \$0.77/km, up to a maximum of 5,000km (1 Mar 2024 - 30 Jun 2024) and 7,500km (1 Jul 2024 - 30 Jun 2025). Travel is only as required to achieve outputs.

Payment Terms:

Monthly payments upon receipt of invoice.

Reporting Structure:

Monthly reports to NEWTRAVEL Tourism Officer and/or NEWTRAVEL Chairperson against progress on achieving outputs.

Support:

Initial support provided through fortnightly check-ins/meetings for the first 3 months.

RESOLUTION:

That NEWTRAVEL offer a contract by an Independent Contractor Agreement to Lily Haeusler as 0.4FTE Events Project Officer to deliver the identified outputs of the Events Support project.

Duration:

1 March 2024 to 30 June 2024: 0.4FTE, 40 days, 8 hours/day, \$40/hour – flexible.

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Location:

Remote (work from home).

Equipment:

Contractor to provide own office, office equipment and vehicle.

Compensation:

\$40/hour

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Payment Terms:

Monthly payments upon receipt of invoice.

Reporting Structure:

Monthly reports to NEWTRAVEL Tourism Officer and/or NEWTRAVEL Chairperson against progress on achieving outputs.

Support:

Initial support provided through fortnightly check-ins/meetings for the first 3 months.

Moved: Leanna Parola

Seconded: Cr Bill Huxtable

CARRIED

6.2 2023-2024 Community Trail Planning Grants

BACKGROUND:

A Trail Master plan is the first step in improving and increasing trails as destination development activity for the Wheatbelt Way. NEWTRAVEL applied for this funding in 2023 through DLGSC and was unsuccessful, engagement continued with DLGSC Northam Office through out 2023 and we have been encouraged to apply again.

COMMENT:

The outcome of this funding application is - The Wheatbelt Way Walks – A bushwalking masterplan for the Wheatbelt Way will be developed to guide future strategic investment into bushwalking trails for recreation, tourism and event development across the Wheatbelt Way, in Western Australia. The Master Plan will identify and reflect the aspirations of stakeholders in the region to have safe, accessible, environmentally and socially sustainable bushwalking trails in our destination.

A consultant would be engaged to undertake the trail planning and support for the project is again currently being sought from Curtin University. The draft project budget is anticipated to be similar to the 2023 application and can be viewed [here](#). Funding can only be for 50% of project costs and it is likely that we may need to approach member Councils for contributions if the support from Curtin University is not forthcoming.

Applications close on 11th March 2024.

RECOMMENDATION:

For NEWTRAVEL support submitting a funding application to the 2023-24 Community Trail Planning Grants.

Discussion was held.

RESOLUTION:

That NEWTRAVEL submit a funding application to the 2023-24 Community Trail Planning Grants and that if Curtin University are unable to commit the identified \$15,000 to the project, then member Councils be approached to be asked to underwrite this at \$1,875.00 per member Council for the 2024-25 financial year.

6.3 Wheatbelt Way Rail Trail

BACKGROUND:

The Shires of Nungarin, Trayning and Wyalkatchem have been working with ARHJAY Consultancy to develop a feasibility on the development of a dual use trail between Wyalkatchem and Nungarin using the railway corridor.

COMMENT:

They are need seeking feedback on the plan and encourage individuals, businesses and community groups to let them know what you think. You can view the Rail Trail plan [here](#).

RECOMMENDATION:

Leanne Parola provided a presentation and sort feedback from NEWTRAVEL members.

The Rail Trail Plan was funded through the Department of Transport.

Clarification that the Rail Trail project was complimentary to the Wheatbelt Way Walks – A bushwalking masterplan for the Wheatbelt Way.

There have been difficulties with Arc Infrastructure. The project will be implemented in stages with Stage 1 being:

- Wyalkatchem to Korrelocking
- Trayning to Kununoppin

There is a survey out for community feedback which closes on the 7th March 2024.

ACTION – NEWTRAVEL to provide a letter of support for the Rail Trail project.

6.4 Tourism Planning/Opportunity

BACKGROUND:

Linda has been re-engaging with the Wheatbelt Development Commission (WDC) on all things tourism.

COMMENT:

The WDC has asked for NEWTRAVEL input into potential Wheatbelt tourism related concepts ready for investment and progression following a request from Tourism WA.:

Please see the details below for further information, could you please pass this along to those you feel would benefit and can provide input.

Tourism WA has commenced the establishment of a database aimed at cataloguing and analysing tourism investment and development opportunities around the state. This database will provide a resource of opportunities that will be used as an investment attraction tool for potential tourism investors, developers, and operators.

As you may be aware, the [World Travel and Tourism Council \(WTTC\) Summit](#) is scheduled to take place in Perth on 8-10 October 2024. The WTTC is the global authority on the economic and social contribution of Travel & Tourism. It promotes sustainable growth for the Travel & Tourism sector, working with governments and international institutions to create jobs, tourism investment, drive exports and generate prosperity.

The Summit is the world's premier travel and tourism event and this the first time it will be held in Australia. It will bring together key players and thought leaders in the travel and tourism sector, providing a platform for networking, collaboration, and business/investment opportunities. There is a particular focus on investment and aviation at the Summit, and Tourism WA is looking to leverage this event to showcase Western Australia's unique tourism investment and development opportunities to international operators/investors.

I am reaching out to regional stakeholders to seek tourism investment opportunities to include into this database, both private and public land. I kindly request your agency's valuable input to include any opportunities you are aware of.

It is important to note that this database is designed to serve as an evolving compilation of prospects, and some prospects may be considered of more interest to WA's visitor markets and investors than others. In this regard, it would be appreciated if you could prioritise opportunities, sites or locations which are likely to have substantial tourism appeal and ideally highlight if there are any (known) constraints particularly from an environmental, land tenure, planning or cultural heritage perspective.

*Please include as much information that you have on the sites with location details being of most importance; further due diligence can be done by Tourism WA. Victoria King is collating this database, and I encourage you to direct any enquiries to her at Victoria.king@westernaustralia.com or **92621643**.*

We are keen to secure your regional opportunities by the end of February to help shape the first wave of messaging that will be used to attract international/interstate operators (particularly the

invite-only delegates) to the WTTC Summit. Beyond the Summit, Tourism WA is keen to continue with a level of investment attraction work where it aligns with its priorities and project focuses. Thank you for your collaboration and we look forward to working with you over the course of the year in the lead up to this incredibly important tourism summit.

RECOMMENDATION:

NEWTRAVEL reviewed the [provided spreadsheet](#) and held discussion on any potential sites or ideas to contribute to this request.

Possible ideas included:

- Trayning Hotel Motel
- The Woolshed Hotel Nungarin
- Eco-camping sites
- Astro-Tourism sites
- Wyalkatchem Café
- Dandanning Brewery
- Bencubbin Beer

7. Reports

7.1 Member Reports

Opportunity for members to provide meeting with an update or exchange on key tourism related activities and initiatives. A quick verbal report to be presented by member delegates. Full written reports or information can be found if link is indicated on name below.

Westonia

- The Warralakin to Wessy Walk had 30 teams enter and 186 people participated. The event raises ~\$25,000.00
- Wessy Christmas Markets were successfully held in the mainstreet with ~ 190 people visiting the Westonia Museum on that day.
- Will be holding a Masquerade Ball on Friday 21st June – Yester Year with modern twist.
- The 24/7 Fuel depot is now fully operational.
- Carabin Roadhouse is back open, check opening hours.
- Elachbutting & Baladjie Rock continue to be well visited, but on-going impact of wood collecting and encroaching campsites into the surrounding bushland remains an issue.
- Ramelius has advised that they will be closing the Westonia Mine in September 2024, positives that the Shire of Westonia will gain back some infrastructure including housing and some of the camp which can be utilized with the Caravan Park.
- Westonia Community Services established through the Westonia CRC to deliver aged care services to the community.

ACTION – create a EV page on the Wheatbelt Way website. Only Westonia and Wyalkatchem have EV charging stations at present.

Mt Marshall

- Beacon Historic Walk event was successful in trying to engage and increase locals knowledge of the local history to help promote this to visitors.
- Have held strategic planning workshops in the communities and tourism was a focus.
- Ninghan Services sell bags of firewood.
- No manager again at the Beacon Country Club, but the local committee and backpackers are keeping it operating and providing meals.
- Held Australia Day events in both communities.
- Annual Night Swim and thank a volunteer event was successful.
- Mt Marshall Show is on the 9th March, 2024
- Annual Fox Shoot is on the 15th March 2024
- 2 new cabins have arrived and been installed at the Beacon and Bencubbin Caravan Parks.

Wyalkatchem

- New CDO Nikki has been focusing on delivering community events and increasing children's activities.
- Aladdin production in the Town Hall was successful.

- The Wylie Travellers Park held a community Christmas lunch and had ~30 people in attendance.
- The airstrip has been re-sealed at the Airport.
- The pool upgrades are out for tender.
- Welcome to Wylie event ins on the 15th March 2024.
- - EOI to lease or buy the Wylie Café (\$200/year lease with Shire of Wyalkatchem)
- 24th August 2024 Wyalkatchem Rodeo
- Currently re-invigorating a Picnic space opposite the Wylie Pub.

Trayning

- Australia Day event at the pool was poorly attended.
- Pool Party on the 5th March
- The Trayning Hotel Motel will close as of this March long weekend, with only a caretaker in attendance for accommodation bookings in motel units. No bar or meals. It is currently up for sale or lease.
- 26th May – Trayning Twilight Markets, Sip and Shop event.
- 9th September – Smoke n’ Dirt Event, planning underway.
- Vandalism/shooting of the Wheatbelt Way signs (and others) at Yarragin Rock, very disappointing.

Mukinbudin

- Pre-harvest sundowner, ~300 people in attendance.
- End of School Pool Party event.
- Muka CRC has order new tourist products and souvenirs.
- Shire of Mukinbudin has a grant application pending for a new café/CRC/bookshop which could be the tourist precinct if successful.
- The Mukinbudin Caravan Park is now able to take online bookings. They are using RoomManager.

7.0 Other Business

Nil

8.0 Next Meeting

A General Meeting on Thursday 25th July 2024 in Nungarin.

The NEWTRAVEL AGM and General Meeting will be held on 31 October 2024 in Westonia.

9.0 Meeting Close 12.33pm



Koorda – Compliance Audit Return

Commercial Enterprises by Local Governments				
No	Reference	Question	Response	Comments
1	s3.59(2)(a) F&G Regs 7,9,10	Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2023?	N/A	
2	s3.59(2)(b) F&G Regs 7,8A, 8, 10	Has the local government prepared a business plan for each major land transaction that was not exempt in 2023?	N/A	
3	s3.59(2)(c) F&G Regs 7,8A, 8,10	Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2023?	N/A	
4	s3.59(4)	Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2023?	N/A	
5	s3.59(5)	During 2022, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?	N/A	

Delegation of Power/Duty				
No	Reference	Question	Response	Comments
1	s5.16 (1)	Were all delegations to committees resolved by absolute majority?	N/A	
2	s5.16 (2)	Were all delegations to committees in writing?	N/A	
3	s5.17	Were all delegations to committees within the limits specified in section 5.17 of the Local Government Act 1995?	N/A	
4	s5.18	Were all delegations to committees recorded in a register of delegations?	N/A	
5	s5.18	Has council reviewed delegations to its committees in the 2022/2023 financial year?	N/A	
6	s5.42(1) & s5.43 Admin Reg 18G	Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Local Government Act 1995?	Yes	



7	s5.42(1)	Were all delegations to the CEO resolved by an absolute majority?	Yes	
8	s5.42(2)	Were all delegations to the CEO in writing?	Yes	
9	s5.44(2)	Were all delegations by the CEO to any employee in writing?	Yes	
10	s5.16(3)(b) & s5.45(1)(b)	Were all decisions by the Council to amend or revoke a delegation made by absolute majority?	N/A	
11	s5.46(1)	Has the CEO kept a register of all delegations made under Division 4 of the Act to the CEO and to employees?	Yes	
12	s5.46(2)	Were all delegations made under Division 4 of the Act reviewed by the delegator at least once during the 2022/2023 financial year?	Yes	OCM 15 November 2023 - RES: 091123
13	s5.46(3) Admin Reg 19	Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Local Government (Administration) Regulations 1996, regulation 19?	Yes	

Disclosure of Interest				
No	Reference	Question	Response	Comments
1	s5.67	Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69 of the Local Government Act 1995, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?	Yes	
2	s5.68(2) & s5.69(5) Admin Reg 21A	Were all decisions regarding participation approval, including the extent of participation allowed and, where relevant, the information required by the Local Government (Administration) Regulations 1996 regulation 21A, recorded in the minutes of the relevant council or committee meeting?	Yes	17 May 2023 RES:100523, 15 November 2023 RES: 081123 & 18 December 2023 RES: 211223
3	s5.73	Were disclosures under sections 5.65, 5.70 or 5.71A(3) of the Local Government Act 1995 recorded in the minutes of the meeting at which the disclosures were made?	Yes	
4	s5.75 Admin Reg 22, Form 2	Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?	Yes	
5	s5.76 Admin Reg 23, Form 3	Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2022?	Yes	



6	s5.77	On receipt of a primary or annual return, did the CEO, or the Mayor/President, give written acknowledgment of having received the return?	Yes	
7	s5.88(1) & (2)(a)	Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76 of the Local Government Act 1995?	Yes	
8	s5.88(1) & (2)(b) Admin Reg 28	Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28?	Yes	
9	s5.88(3)	When a person ceased to be a person required to lodge a return under sections 5.75 and 5.76 of the Local Government Act 1995, did the CEO remove from the register all returns relating to that person?	Yes	
10	s5.88(4)	Have all returns removed from the register in accordance with section 5.88(3) of the Local Government Act 1995 been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?	Yes	
11	s5.89A(1), (2) & (3) Admin Reg 28A	Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28A?	Yes	
12	s5.89A(5) & (5A)	Did the CEO publish an up-to-date version of the gift register on the local government's website?	Yes	
13	s5.89A(6)	When people cease to be a person who is required to make a disclosure under section 5.87A or 5.87B of the Local Government Act 1995, did the CEO remove from the register all records relating to those people?	N/A	
14	s5.89A(7)	Have copies of all records removed from the register under section 5.89A(6) of the Local Government Act 1995 been kept for a period of at least five years after the person ceases to be a person required to make a disclosure?	N/A	
15	s5.70(2) & (3)	Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?	Yes	



16	s5.71A & s5.71B(5)	Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under section 5.71A(1) of the Local Government Act 1995 relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application?	N/A	
17	s5.71B(6) & s5.71B(7)	Was any decision made by the Minister under section 5.71B(6) of the Local Government Act 1995, recorded in the minutes of the council meeting at which the decision was considered?	N/A	
18	s5.104(1)	Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members candidates that incorporates the model code of conduct?	Yes	
19	s5.104(3) & (4)	Did the local government adopt additional requirements in addition to the model code of conduct? If yes, does it comply with section 5.104(3) and (4) of the Local Government Act 1995?	No	
20	s5.104(7)	Has the CEO published an up-to-date version of the code of conduct for council members, committee members and candidates on the local government's website?	Yes	
21	s5.51A(1) & (3)	Has the CEO prepared and implemented a code of conduct to be observed by employees of the local government? If yes, has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?	Yes	The "Code of Conduct - Employees" was adopted 3 July 2023.

Disposal of Property

No	Reference	Question	Response	Comments
1	s3.58(3)	Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) of the Local Government Act 1995 (unless section 3.58(5) applies)?	N/A	
2	s3.58(4)	Where the local government disposed of property under section 3.58(3) of the Local Government Act 1995, did it provide details, as prescribed by section 3.58(4), in the required local public notice for each disposal of property?	N/A	



Elections				
No	Reference	Question	Response	Comments
1	Elect Regs 30G(1) & (2)	Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate in accordance with regulations 30G(1) and 30G(2) of the Local Government (Elections) Regulations 1997?	Yes	
2	Elect Regs 30G(3) & (4)	Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years in accordance with regulation 30G(4) of the Local Government (Elections) Regulations 1997?	N/A	
3	Elect Regs 30G(5) & (6)	Did the CEO publish an up-to-date version of the electoral gift register on the local government's official website in accordance with regulation 30G(5) of the Local Government (Elections) Regulations 1997?	Yes	

Finance				
No	Reference	Question	Response	Comments
1	s7.1A	Has the local government established an audit committee and appointed members by absolute majority in accordance with section 7.1A of the Local Government Act 1995?	Yes	
2	s7.1B	Where the council delegated to its audit committee any powers or duties under Part 7 of the Local Government Act 1995, did it do so by absolute majority?	N/A	
3	s7.9(1)	Was the auditor's report for the financial year ended 30 June 2023 received by the local government by 31 December 2023?	Yes	



4	s7.12A(3)	Where the local government determined that matters raised in the auditor's report prepared under section 7.9(1) of the Local Government Act 1995 required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters?	N/A	
5	s7.12A(4)(a) & (4)(b)	Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters? Was a copy of the report given to the Minister within three months of the audit report being received by the local government?	N/A	
6	s7.12A(5)	Within 14 days after the local government gave a report to the Minister under section 7.12A(4)(b) of the Local Government Act 1995, did the CEO publish a copy of the report on the local government's official website?	N/A	
7	Audit Reg 10(1)	Was the auditor's report for the financial year ending 30 June 2023 received by the local government within 30 days of completion of the audit?	Yes	

Local Government Employees

No	Reference	Question	Response	Comments
1	s5.36(4) & s5.37(3) Admin Reg 18A	Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?	Yes	
2	Admin Reg 18E	Was all information provided in applications for the position of CEO true and accurate?	N/A	CEO Position advertised, as per Special Meeting 4 December 2023, RES: 021223, resolution as below; That Council: 1. No applications to be progressed, 2. Appoints an external Acting CEO while undergoing future recruitment process, 3. Recruitment Consultant to assist with potential candidates for interim Acting CEO Position.



Department of
**Local Government, Sport
and Cultural Industries**

3	Admin Reg 18F	Was the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the Local Government Act 1995?	Yes	
4	s5.37(2)	Did the CEO inform council of each proposal to employ or dismiss senior employee?	N/A	
5	s5.37(2)	Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?	N/A	

Official Conduct				
No	Reference	Question	Response	Comments
1	s5.120	Has the local government designated an employee to be its complaints officer?	Yes	The CEO is the local government's complaints officer under s5.120 (2).
2	s5.121(1) & (2)	Has the complaints officer for the local government maintained a register of complaints which records all complaints that resulted in a finding under section 5.110(2)(a) of the Local Government Act 1995?	N/A	No complaints received.
3	S5.121(2)	Does the complaints register include all information required by section 5.121(2) of the Local Government Act 1995?	N/A	
4	s5.121(3)	Has the CEO published an up-to-date version of the register of the complaints on the local government's official website?	N/A	

Tenders for Providing Goods and Services				
No	Reference	Question	Response	Comments
1	F&G Reg 11A(1) & (3)	Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and (3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, \$250,000 or less or worth \$250,000 or less?	Yes	



2	s3.57 F&G Reg 11	Subject to Local Government (Functions and General) Regulations 1996, regulation 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in regulation 11(1) of the Regulations?	Yes	
3	F&G Regs 11(1), 12(2), 13, & 14(1), (3), and (4)	When regulations 11(1), 12(2) or 13 of the Local Government Functions and General) Regulations 1996, required tenders to be publicly invited, did the local government invite tenders via Statewide public notice in accordance with Regulation 14(3) and (4)?	Yes	
4	F&G Reg 12	Did the local government comply with Local Government (Functions and General) Regulations 1996, Regulation 12 when deciding to enter into multiple contracts rather than a single contract?	N/A	
5	F&G Reg 14(5)	If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents, or each acceptable tenderer notice of the variation?	Yes	
6	F&G Regs 15 & 16	Did the local government's procedure for receiving and opening tenders comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 15 and 16?	Yes	
7	F&G Reg 17	Did the information recorded in the local government's tender register comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulation 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?	Yes	
8	F&G Reg 18(1)	Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender?	N/A	
9	F&G Reg 18(4)	Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?	N/A	
10	F&G Reg 19	Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?	No	Request for Tender 2023-01 - Supply and installation of a new 7-rink synthetic bowling green at the Koorda Recreation Ground, Scott Street, Koorda was run in 2023 and the closing



				date and time were Tuesday 5 September 2023 at 2.00pm. Upon close of tenders, one submission was received. Due to unanticipated additional costings for total project, the outcome of the tender is yet to be determined. Council are to make a decision on the project, and therefore tender outcome, at the March 2024 Ordinary Council Meeting. The tenderer that submitted a submission has been kept up to date with the delay in the tender decision.
11	F&G Regs 21 & 22	Did the local government's advertising and expression of interest processes comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulations 21 and 22?	N/A	
12	F&G Reg 23(1) & (2)	Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice?	N/A	
13	F&G Reg 23(3) & (4)	Were all expressions of interest that were not rejected under the Local Government (Functions and General) Regulations 1996, Regulation 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?	N/A	
14	F&G Reg 24	Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with Local Government (Functions and General) Regulations 1996, Regulation 24?	N/A	
15	F&G Regs 24AD(2) & (4) and 24AE	Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with Local Government (Functions & General) Regulations 1996 regulations 24AD(4) and 24AE?	N/A	
16	F&G Reg 24AD(6)	If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?	N/A	
17	F&G Reg 24AF	Did the local government's procedure for receiving and opening applications to join a panel of pre-qualified suppliers comply with the requirements of	N/A	



		Local Government (Functions and General) Regulations 1996, Regulation 16, as if the reference in that regulation to a tender were a reference to a pre-qualified supplier panel application?		
18	F&G Reg 24AG	Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24AG?	N/A	
19	F&G Reg 24AH(1)	Did the local government reject any applications to join a panel of pre-qualified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications?	N/A	
20	F&G Reg 24AH(3)	Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?	N/A	
21	F&G Reg 24AI	Did the CEO send each applicant written notice advising them of the outcome of their application?	N/A	
22	F&G Regs 24E & 24F	Where the local government gave regional price preference, did the local government comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24E and 24F?	N/A	

Integrated Planning and Reporting

No	Reference	Question	Response	Comments
1	Admin Reg 19C	Has the local government adopted by absolute majority a strategic community plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	Yes	20/04/2022
2	Admin Reg 19DA(1) & (4)	Has the local government adopted by absolute majority a corporate business plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	Yes	20/04/2022
3	Admin Reg 19DA(2) & (3)	Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) & (3)?	Yes	



Optional Questions				
No	Reference	Question	Response	Comments
1	Financial Management Reg 5(2)(c)	Did the CEO review the appropriateness and effectiveness of the local government's financial management systems and procedures in accordance with the Local Government (Financial Management) Regulations 1996 regulations 5(2)(c) within the three financial years prior to 31 December 2023? If yes, please provide the date of council's resolution to accept the report.	Yes	17/05/2023
2	Audit Reg 17	Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial years prior to 31 December 2023? If yes, please provide date of council's resolution to accept the report.	Yes	17/05/2023
3	s5.87C	Where a disclosure was made under sections 5.87A or 5.87B of the Local Government Act 1995, were the disclosures made within 10 days after receipt of the gift? Did the disclosure include the information required by section 5.87C of the Act?	N/A	No gift disclosures received.
4	s5.90A(2) & (5)	Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government's website, a policy dealing with the attendance of council members and the CEO at events?	Yes	Resolution No: 060320 refers.
5	s5.96A(1), (2), (3) & (4)	Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the Local Government Act 1995?	Yes	
6	s5.128(1)	Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?	Yes	Resolution No: 120623 refers.
7	s5.127	Did the local government prepare a report on the training completed by council members in the 2022/2023 financial year and publish it on the local government's official website by 31 July 2023?	Yes	



Department of
**Local Government, Sport
 and Cultural Industries**

8	s6.4(3)	By 30 September 2023, did the local government submit to its auditor the balanced accounts and annual financial report for the year ending 30 June 2023?	Yes	
9	s.6.2(3)	When adopting the annual budget, did the local government take into account all its expenditure, revenue and income?	Yes	

 Chief Executive Officer

 Date

 Mayor/President

 Date

COMMUNITY PRIORITIES	COUNCIL ACTIONS	STATUS	COMMENTS
1.1 - Local people feel safe, engaged, and enjoy a healthy and peaceful lifestyle.	1.1.1 - Maintain strong working relationships with State Agencies. (e.g. WAPOL, Department of Education and WACHS)	Ongoing	<p>Working with the Primary School for 2024 ANZAC Service.</p> <p>Annual Book Award donations paid to neighbouring Schools (Koorda PS, Cadoux PS, Kalannie PS & Wyalkatchem DHS).</p> <p>Council and the Executive Management team continue advocacy for local services. President and ACEO are meeting with WAPOL and WACHS at the 2023 Heads of Agency Breakfast in September to ensure local issues are known and advocacy around improved services are heard.</p> <p>Working with the Health Centre to ensure equipment remains maintained and in working order. Repairs undertaken on blood spinner.</p>
	1.1.2 - Advocate for continued improvements in medical, education and support services from other levels of government and the private sector that facilitates aging, living and learning within the Shire.	Ongoing	<p>President and CEO in regular partnership with Shire of Wyalkatchem regarding current and future doctor services. Wyalkatchem has engaged an agency to secure an interim locum service while a tender is conducted for a new service provider. Continued advocacy with WACHS for Koorda Nursing Post Services.</p> <p>Ongoing Liaison with Shire of Wyalkatchem for the future continued provision of GP services.</p>
	1.1.3 - Facilitate and support events that promote the region and deliver a positive economic impact.	Ongoing	<p>Discussions underway with Koorda CRC to develop an substantial event to attract a new cohort of visitors to the town. Priority is for any event to have minimal sunk costs and as such risk to shire. Koorda Community Grants Program (CGP) rolled out in October aims to facilitate and support local events. Annual Contribution towards P&C Community Christmas Tree.</p> <p>Liaison with Koorda CRC for upcoming "Street Party" planned for 14 October.</p> <p>Policy Review Committee investigated Community Grants and will work on the policy and framework to be roll them out in 2023/2024 Budget. (The guidelines look at supporting local events)</p>
1.2 - Local volunteer groups supported through initiatives that reduce volunteer fatigue and strengthen their resilience.	1.2.1 - Recognise and support the value of our community volunteers and provide meaningful opportunities to contribute to Shire projects and improving local living.	Ongoing	<p>Consultation with Sports Groups and Organisations currently being undertaken to determine the best management model for the Recreation Centre following upgrades.</p> <p>Koorda CGP emails to promote community capacity and encourage people and organisations to help themselves, with the inclusion to support the purchase of equipment or assistance towards workshops/projects. Community Awards to be presented 15th December at Community Christmas Tree.</p> <p>Council provided principal support to local Town Team RAC grant application for 3 projects within the Koorda townsite. Council are working on a "Koorda Awards" program, in lieu of the annual Australia Day awards to recognise local volunteers. President & CEO meet with CRC and local Town Teams volunteers to discuss future initiatives and funding application.</p>
	1.2.2 - Develop and implement a Community Grants Program.	100%	<p>Koorda Community Grants Program (CGP) rolled out in October open from the 1st - 30th November. A pool so \$10,000 is available with groups being able to access up to \$5,000 per application. Applications to be determined by the CGP Committee in December. Successful projects to be acquitted by 25 June 2024.</p>

COMMUNITY PRIORITIES	COUNCIL ACTIONS	STATUS	COMMENTS
	1.2.3 - Make available a list of current grant opportunities to local businesses, clubs and community groups.	Ongoing	Local businesses, clubs and community groups may liaise directly the Koorda CRC (as the Shire's Contract Community Development Officer) for access to its GrantGuru subscription and assistance with any subsequent preparation of grant applications. Weblinks to free online grant directories (GrantGuru and wa.gov.au) also available on the Shire's website.
1.3 - Emergency services are supported with effective planning, risk mitigation, response, and recovery.	1.3.1 - Work with emergency service stakeholders to ensure the Shire and Volunteers meet WHS standards.	Ongoing	Upcoming BFAC meeting planned for 27th March to discuss training and WHS for Volunteers. Further meeting planned for August. LEMC and Bushire Advisory Committee (BFAC) Meetings held 7 September 2023. BFAC meeting tabled new Work Health and Safety Legislation and aims to work through training and PPC/PPE requirements. An MOU with GECZ Shires regarding shared resources during local emergency situations has been developed. NEWROC Shires working on scope to complete an Emergency Services/ Resources Audit.
	1.3.2 - Conduct regular LEMC meetings and exercises.	Ongoing	LEMC meeting planned for 27th March. Agenda item to discuss/debrief following extended power outages in January. Additional meetings scheduled for 27/06, 29/08 & 28/11. LEMC Meetings held 29/06/2023, 07/09/2023 and 30/11/2023. Desktop exercise undertaken 30/11/2023. Participation in NEWROC Emergency Management Day at Trayning on 15/03/2023 includes case study/exercise.
	1.3.3 - Investigate regional emergency service arrangements. (Policies, procedures, risk management plans).	Ongoing	An MOU with GECZ Shires regarding shared resources during local emergency situations has been developed. NEWROC Shires working on scope to complete an Emergency Services/ Resources Audit. NEWROC Emergency Management Day on 15/03/2023 arose from and part of NEWROC emergency management initiatives discussed at NEWROC meeting on 28/11/2022.
2.1 - Our local economy grows in a sustainable manner.	2.1.1 - Ensure that our planning framework is modern and meets the needs of the relevant zoning stakeholders, such as industry, residential, small business and any emerging opportunities.	Ongoing	Amendment (#3) to the Koorda Local Planning Scheme No. 3. was initiated by Council at the February 2024 Ordinary Council Meeting to "Amend Table 1 - Zoning Table to modify the permissibility of a 'Grouped dwelling' in a 'Rural' zone from an 'X' use to a 'D' use." An Application was received from CBH for an Amendment (#2) to the Koorda Local Planning Scheme No. 3. Allocation in 2023/24 Draft Budget to update the Local Planning Scheme to allow for more than one dwelling on a rural land parcel.

COMMUNITY PRIORITIES	COUNCIL ACTIONS	STATUS	COMMENTS
	2.1.2 - Advocate regionally to reduce economic barriers such as access and reliability of water, electricity, logistics infrastructure and telecommunications.	Ongoing	<p>Participate and assist NEWROC political advocacy campaign to redress power and telecommunication infrastructure issues highlighted by January storms. Successful Seroja Resilience Funding Application. Projects/initiatives completed under this scheme;</p> <ul style="list-style-type: none"> - Purchase of new Fire Tender for the far North of the Shire - Purchase and installation of 5 x 32,000L water tanks to enhance the access of water for bushfire emergencies. - Upgrade of plumbing at the Koorda Memorial Hall, being the second designated Evacuation Centre. Projects still to be completed; - Additional Ablution Block and Generator at Koorda Recreation Centre, being the first designated Evacuation Centre. - Portable Communications Tower - 3 x generators (1 x Health Centre & 2 x Portable) <p>Liaison between Telstra and the Community regarding localised outages.</p>
	2.1.3 - Investigate the viability of a Business/Economy grant program.	On Hold	<p>Following the roll out of the Community Grants Scheme, and review after the first year, feedback will be sought to determine the appetite for any other such grants. Policy to be developed as part of Council's policy review project</p>
	2.1.4 - Promote business network development and collaboration. (e.g. CRC business after dark and Wheatbelt Business Network)	Ongoing	<p>CEO meeting with local Business Owners on March 26th at Koorda IGA for a meet and greet. Koorda CRC facilitated Backpacker sundowner function 03/04/2023. Townscape Plan Shire and CRC have met to discuss 'Meet and Greet' function early 2023.</p>
	2.1.5 - Activate the town centre through community inspired street scaping and initiatives.	Ongoing	<p>Directional Town Signage arrived, and to be installed. Quotes sought for decorative bin covers along main street.</p> <p>Quotes sought for direction town signage. Draft signage planned as per the 2023/24 Townscaping Budget. Planting of large pots along the parking/tourist area on Railway Street has been undertaken to enhance the area. Staff met with sign writers to look at options for Townsite stack signs and heavy vehicle parking. Assisted with Koorda Community Garden water harvesting and reticulation.</p>
2.2 - Tourism helps to diversify and grow our local economy.	2.2.1 - Contribute to regional tourism marketing campaigns. (e.g. NEWTRAVEL/Wheatbelt Way)	Ongoing	<p>Additional contribution provided to NEWTRAVEL to support regional events officer. NEWTRAVEL currently investigating the viability and framework to provide a local event support coordinator to assist with local events. Continuing support of NEWTRAVEL in 2023/24 Draft Budget. NEWTRAVEL membership continued and meetings attended</p>
	2.2.2 - Work towards a high standard of tourism assets and information. (Yalambee, Caravan Park & tourist information boards and brochures)	Ongoing	<p>Quotes sought for Yalambee & Caravan Park entry signs. Final works at Caravan Park (Limestone retaining wall and ablution cover) to be finalised before June 2024.</p> <p>Yalambee and Caravan Park Upgrades entry signage left to complete. At Budget Review, a shelter over the Caravan Park Ablutions will be investigated to ensure there is full walk around cover from the Campers Kitchen out to the last ablutions. Signage will be updated around town as part of the Town scaping Budget Allocation.</p>

COMMUNITY PRIORITIES	COUNCIL ACTIONS	STATUS	COMMENTS
3.1 - Shire owned facilities are renewed and maintained in a strategic manner to meet community needs.	3.1.1 - Manage Shire Assets sustainably using the Strategic Resourcing Plan.	Ongoing	Strategic Resourcing Plan to be updated inline with Integrated Strategic Plan review, and will feed into the 2024/2025 Budget. Allocation in the 2023/24 Budget for the updating of the Strategic Resourcing Plan. Asset Revaluations have included condition reporting to ensure staff can monitor individual asset conditions when considering current and future updates and recommended replacement plans. Significant degree of work on Rec Ground Pavilion upgrade. CWA Hall ceiling works completed and floor coverings now being replaced. 2022/23 Shire Budget adopted 29/06/2022 informed by Strategic Resourcing Plan
	3.1.2 - Develop and implement online user maintenance request system	100%	Continuing community education in the platform available to log requests. Works requests via Shire website now available
3.2 - Safe, efficient, and well maintained road, and footpath infrastructure.	3.2.1 - Continue to improve the road and footpath network by maximising external funding sources and delivering infrastructure projects to a high standard.	Ongoing	Another comprehensive road works program was adopted within the 2023/24 budget. LRCI Phase 4b was announced with Koorda being allocated approx \$253k for regional roads, footpath, parking bay projects etc. Construction of a new footpath on Haig Street. Allocation in 2023/24 Draft Budget for a new footpath on Greenham Street (North). 100% of Regional Road Group recoups completed. Roads proposed for RAV network change undergoing MRWA for assessment. Works undertaken on Mulji and Koorda-Kulja Roads. Shire staff commenced a restricted access vehicle research project to assist Council review its existing RAV ratings for local roads. Regional Road Group-supported sealing works completed on Dowerin-Koorda Road and Burakin-Wialki Road.
	3.2.2 - Implement an effective, proactive road maintenance program that is sensitive to industry seasonality.	Ongoing	WSFN Delivery Plan for 2023/2024 includes a budget allocation of \$100,000 for the Koorda-Wyalkatchem Road (slk: 11.14 – 17.30) to commence preparation works with clearing permits, road designs & soil testing for future upgrades. Maintenance grading undertaken as required subject to road construction requirements (as per 3.2.1). Urgent gravel road grading works prioritised during harvest 2022.
3.3 - A high standard of sustainable waste services.	3.3.1 - Develop and effectively implement Waste Management and Landfill Rehabilitation Project.	Ongoing	Council Closure Management Plans will be implemented once there is an outcome on a NEWROC Regional Landfill site. Council adopted a Waste Management Plan and Koorda Landfill Closure Management Plan in November 2022.
	3.3.2 - Continue to work towards a Regional Waste solution with NEWROC.	Ongoing	CEO and Councillors attended field trip at the Bending Regional Refuse Site in the Shire of Kondinin, and additional visit to the Narembeen Transfer Station to gauge concepts for the NEWROC Regional Waste solution. At the November 2023 Council meeting, Council endorsed an application by NEWROC to the Federal Government's Regional Precincts Partnership Program for waste management planning. Wyalkatchem Landfill facility (probable NEWROC regional waste site) nearing completion of DWER clearing assessment. NEWROC waste project still under consideration.
3.4 - Conservation of our natural environment for future generations.	3.4.1 - Support renewable energy initiatives and encourage further renewable industry development.	Ongoing	EOI for solar power and battery back up system for the Recreation Centre submitted as a group application with NEWROC. Proposed participation in NEWROC-wide electric vehicle (EV) included in Mar 2023 council budget review. Currently working through NEWROC on its energy project

COMMUNITY PRIORITIES	COUNCIL ACTIONS	STATUS	COMMENTS
	3.4.2 - Partner with Wheatbelt NRM and DWER for future grant and project opportunities.	Ongoing	Liaison with Wheatbelt NRM to secure free trees to replant dead trees in avenue of trees and trees around town. Participated and promoted DPIRD pest parrot and cockatoo management strategy consultation. DWER and Shire collaborating to install water tank at Mt Collier Dam
	3.4.3 - Increase community awareness and preparedness for the impacts of climate change and its major local risks such as bush fires.	Ongoing	CEO participated in WALGA online EM-SAP webinar (Emergency Management Sector Adaption Plan) on consideration and requirements for emergency services adapting to climate change impacts. Discussions at LEMC & Bush Fire Advisory Committee Meetings held 7/09/2023 regarding upcoming bush fire season. Updates to Shire Website to ensure Fire & Emergency Service information is easily accessible. Due to prevailing bush fire risk, prohibited burning period extended by two weeks. NEWROC emergency management day includes briefing and discussion on climate change impacts on NEWROC communities. Promotion of firebreak, total fire ban and harvest and movement ban requirements completed.
4.1 - Open and Transparent Leadership.	4.1.1 - Ensure the use of resources is effective, efficient and reported regularly. (e.g. Financial Management)	Ongoing	Final audit visit undertaken in Aug/Sept. Quarterly report update on actions taken in regard to the FMR report. Interim Audit undertaken in May. Action Plan for improvements identified in Moore Australia FM & Reg 17 Review to be tabled at Audit Committee and Council Meetings in June. Unqualified ('clean') 2021/22 external audit completed Dec 2022.
	4.1.2 - Identify business improvement opportunities to enhance operational effectiveness. (e.g. implement any recommended actions from audit/OAG reports)	Ongoing	Continued improvements being worked on by the Executive Management team inline with the Financial Management Review undertaken by an external Consultant in May 2023. 63% of recommendations have been completed, 9% almost complete, 16% commenced and 12% yet to commence. Continued improvement opportunities identified and implemented as staff work through the FMR Report and recommended actions. Utilising OAG reports and recommendations (Verifying Employee Identity & Credentials) during procedure and policy creation. OAG management letter items referred to Shire administration Dec 2022. 2022 DLGSC Compliance Audit Return to 22/03/2023 Audit and Council meetings.
	4.1.3 - Develop and implement Customer Service Charter & External Stakeholder communication plan.	Ongoing	Draft Customer Service Charter included in the March 2024 Council Meeting Agenda for Council consideration/endorsement. Community Engagement Charters are being considered as part of the Local Government Act Reform. The first tranche included a number of important non-electoral changes, some of which are to be implemented on proclamation, but most require the development of regulations and guidance materials before being implemented. These regulations and materials will be created via consultation with the local government sector. Most of these reforms will not be ready for implementation until 2024.

COMMUNITY PRIORITIES	COUNCIL ACTIONS	STATUS	COMMENTS
4.2 - Investment in the skills and capabilities of our elected members and staff.	4.2.1 - Promote continued professional development amongst elected members and staff.	Ongoing	<p>Two Admin Staff have signed up for a Cert 3 in Local Government being run by WALGA. Elected Member training underway for 2023 Elected Members. Business case to be presented to council for additional senior staff development aligned with role responsibilities.</p> <p>Creation and implementation of a comprehensive "Councillor Induction Program" for new Councillors. Elected Members attended the 2023 WALGA Convention in September.</p> <p>Continuing Professional Development for Elected Members has been endorsed by the Policy Review Committee and Council in June 2023.</p> <p>Allocation in the 2023/24 Budget for Staff training. Staff Training opportunities identified during annual performance reviews.</p>
	4.2.2 - Progress 'Team Koorda' initiative. (e.g. Workforce Plan)	Ongoing	<p>Introduction of monthly "Crewsletter" in September which goes to all staff members. Staff encouraged to send in any topics they would like considered/project highlights to be included.</p> <p>Monthly updates on Council Decision, upcoming events and other important information.</p> <p>Staff Meeting held in August to go through new Employee Code of Conduct and Employee Policy creation and implementation.</p> <p>Majority of staff participated in corporate skin cancer screening program on 14/03/2023. From 01/01/2023 Shire now under WA Industrial Relations system.</p>
4.3 - Forward planning and delivery of services and facilities that achieve strategic priorities.	4.3.1 - Actively participate in regional collaboration initiatives. (e.g. NEWROC regional subsidiary)	Ongoing	<p>Continued attendance at NEWROC Council & Executive Meetings and Quarterly GECZ Meetings. NEWROC Regional Subsidiary still a work in progress.</p>
	4.3.2 - Regularly report on progress of strategic plan initiatives using a quarterly score card.	Ongoing	<p>Quarterly reports tabled at Audit and Council Meetings, and following endorsement advertised in the Narkal Notes and on the Shire Website.</p>

WORKFORCE OBJECTIVES	ACTIONS/DELIVERABLES	OWNER	DONE	STATUS	COMMENTS
1 - Attracting and selecting the right people	1.1 - Develop an employment brand for the Shire of Koorda.	DCEO	✓	100%	Completed 2021/2022.
	1.2 - Provide flexible work arrangements and promote the positive workplace.	EMT	✓	100%	Flexible arrangements in place
	1.3 - Develop an appropriate induction and orientation process.	EMT & Payroll	✓	100%	New employee packs developed and provided.
2 - Developing a flexible, innovative and capable workforce	2.1 - Encourage employees to identify professional development and training opportunities.	EMT & all employees		Ongoing	DCEO has drafted Operational Policies for review by EMT on Professional Development Part of annual performance reviews completed July 2022. Continued improvements being worked on by the Executive Management team inline with the Financial Management Review undertaken by an external Consultant in May 2023. 63% of recommendations have been completed, 9% almost complete, 16% commenced and 12% yet to commence.
	2.2 - Continually review and upgrade finance and administration systems to improve performance.	DCEO & Finance		75%	Any improvements that have been identified in the FMR report will be looked into to improve efficiencies. New finance system implementation progressing well. Will monitor Audit Report and recommendations to determine if any improved modules are required in the future.
	2.3 - Encourage all staff to contribute to a workplace culture that values safety and eliminates workplace injuries.	EMT & all employees		50%	Regional Risk Co-ordinator undertaking an OHS workshop with the Works Crew on 3 April to discuss OHS roles and responsibilities and Safe Work Method Statements. Code of Conduct adopted. To continue encouraging staff to contribute to workplace culture in regard to workplace health and safety.
3 - Retaining and engaging our valued workforce	3.1 - Provide opportunities for staff to act in other roles that will support their development.	EMT		Ongoing	Ongoing.
	3.2 - Foster and value openness by encouraging effective communication throughout the shire.	EMT & all employees		Ongoing	Introduction of monthly "Crewsletter" in September which goes to all staff members. Staff encouraged to send in any topics they would like considered/project highlights to be included. Monthly updates on Council Decision, upcoming events and other important information. Employee Code of Conduct workshop help with staff 24 July 2023 to understand the changes to the new Code of Conduct adopted 1 July 2023.
	3.3 - Review current meeting structure and introduce meetings that improve performance.	EMT		25%	Informal meetings currently take place when/if required to ensure all staff members are on the same page for an upcoming event or task. To work on a more structured toolbox/meeting plan as part of the Risk Profile review recommendations.
	3.4 - Encourage participation in whole of organisation social activities.	EMT & all employees		Ongoing	Well attended and successful (based on comments received) Christmas function on 02/12/2022.
	3.5 - Review our performance management framework and create a simplified performance review process that aligns to our strategic objectives.	EMT & Payroll		75%	DCEO has drafted a "Performance and Development Review Policy and Procedure" which is to be reviewed by the EMT before Staff consultation and adoption. Updated performance review templates used for 2023 reviews. To monitor templates to ensure they remain relevant to employees positions. WALGA templates being considered by EMT early 2023
4 - Developing a strategic workforce for improved performance	4.1 - Develop an Employee Code of Conduct.	EMT	✓	100%	Employee Code of Conduct adopted 1 July 2023. Staff workshop held in August to go through the Code of Conduct and new Employee Secondary Employment Policy.
	4.2 - Develop position-based information that includes job task instructions, key contacts, and a calendar.	EMT		50%	Comprehensive procedures exist for majority of tasks being undertaken by the Admin team. As part of the Risk Profile, works will commence on developing position based information for the Outside crew. Key contact lists are available throughout the organisation, and a corporate calendar exists for important events.
	4.3 - Develop succession plans for key roles.	EMT		25%	Recent vacancies and appointments have attracted a younger demographic
	4.4 - Develop a contemporary suite of human resource policies and procedures.	EMT & Payroll		50%	The DCEO has drafted the below policies for consideration by the EMT before referral to the staff for comment prior to adoption. - Annual Leave & Long Service Leave Management - Disciplinary Policy - Discrimination, Harassment and Bullying Policy - Employee Recruitment and Selection - Grievance Policy - Performance and Development Review Policy and Procedure - Performance Improvement Policy - Social Media - Employees HR forms have undergone a brand refresh aligning with WALGA templates to ensure consistency and relevancy. Being considered as part of Council's policy review project. Policy manual split up to separate "Council" and "Organisational/Staff" policies. Once the Council Policy Review is complete, staff will undertake a review of the Organisation/Staff Policy Manual and use OAG Reports/Recommendations and WALGA Policy templates to ensure current policies are contemporary and compliant.

Contents

6.2.6 - Payments To Councillors Policy No: C3	3	6.2.11 - Corporate Credit Card Use Policy No: F18	27	7.2.19 - Rates	53
6.2.10 - Purchasing Policy No: F16.....	4	6.2.12 - Risk Management Policy No: R4.....	28	7.2.20 - Overhead and Administration Allocations..	54
6.2.14 - Appointment of Acting Chief Executive Officer Policy E5.8.....	6	6.2.13 - Policy Publication	29	7.2.21 - Contract Management	55
6.2.19 - Ongoing Elected Member Professional Development Policy	7	6.2.15a - General Policy Actions	30	7.2.22 - Stock Controls.....	56
7.1.1 - Code of Conduct for Employees, Volunteers and Contractors	8	6.2.15b - General Policy Actions	31	7.2.23 - Information Required to be Published on Official Local Government Website.....	57
7.1.4 - ICT Strategic Plan.....	9	6.2.15c - General Policy Actions	33	7.3.2 - Employee Appointment Procedures	58
7.2.1 - Risk Management Procedures	10	6.2.16a - Policy Reference to Legislation and External Information	34	7.3.3 - Personnel Records	59
7.2.12 - Electronic Banking Transactions.....	11	6.2.17 - Legislative Compliance Policy	35	7.3.4 - Staff Contracts and Employee Files	60
7.2.13 - Changes to Banking Details.....	12	6.2.18 - Internal Control Policy	36	7.3.5 - Staff Training	61
7.2.18 - Security Controls for Cash Handling	13	7.1.2 - Business Continuity Disaster Recovery Plan	37	7.3.6 - Payroll Exception Reporting.....	62
7.2.24 - Record Keeping Practices.....	14	7.1.3 - ICT Disaster Recovery Plan	38	7.4.1 - Contractor Insurance.....	63
7.3.1 - Employee Identity and Credentials	15	7.2.2 - Operational Procedures	39	8.1.1 - Council and Committee Minutes	64
8.2.2 - Contracts Register	16	7.2.3 - ICT Security	40	8.1.2 - Council and Audit Risk Committee	65
8.2.4 - Financial Interest Register.....	17	7.2.4 - ICT Risk Evaluation	41	8.1.3 - Audit Committee	66
8.2.5 - Delegation Register	18	7.2.5 - Access to Shire Facilities	42	8.2.1 - Risk Register	67
6.2.1 - Policy Change and Review Policy No: A15	19	7.2.6 - Segregation of Duties and Internal Controls	43	8.2.3 - Register of Hazardous Materials.....	68
6.2.2 - CEO Performance Review Policy No: A21	20	7.2.7 - End of Month Processes	44	8.2.6 - Swimming Pool Inspection Register	69
6.2.3 - Public Question Time Policy No: A22.....	21	7.2.8 - Outstanding Purchase Orders.....	45	8.2.7 - Development Applications and Building Permits Register.....	70
6.2.4 - IT Equipment Including Tablets, Smart Phones and Computers Policy No: A44	22	7.2.9 - Procurement.....	46	8.4.1 - Community Complaints Procedures	71
6.2.5 - Email Use Policy No: A45.....	23	7.2.10 - Procurement Assessment.....	47	8.5.1 - Internal Audit	72
6.2.7 - Investments Policy No: F1.....	24	7.2.11 - Credit Cards.....	48	8.6.1 - Audit Regulation 17 Review.....	73
6.2.8 - Asset Valuations in Accounts Policy No: No: F11.....	25	7.2.14 - General Journals.....	49	8.6.2 - Financial Management Review	74
6.2.9 - Review of Financial Management Systems Policy No: F15	26	7.2.15 - Grants Management.....	50		
		7.2.16 - Revenue Controls at Shire Facilities.....	51		
		7.2.17 - Petty Cash.....	52		

KEY

Completed
Almost Complete
Commenced
Yet to Commence

6.2.6 - Payments To Councillors Policy No: C3

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	17/04/2023	Elected Member Entitlements Policy updated and endorsed by Policy Committee 17/04/23. To be tabled at Council on 28/06/23. Policy adopted as per RES 120623 and practices updated.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Payments To Councillors Policy No: C3	Policy to outline the support that will be provided to council members through the provision of equipment, payment of allowances, reimbursement of expenses incurred.	6.2.6

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
The policy sets out an allowance in lieu of reimbursement for information technology expenses. The amount set by the policy does not align with the amount set at the most recent review by Council, and does not align with the allowances paid to elected members for ICT expenses.	Invalid or Ineffective Policy, Compliance Breach	Review and update the policy, ensuring alignment is maintained with the provisions of the most recent determination published by the SAT. Consider limiting the level of detail within the policy to support the review of allowances, fees and payments to elected members as resolved by Council annually.

6.2.10 - Purchasing Policy No: F16

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	12/06/2023	<p>Outdated policy supplied during review process.</p> <p>The updated Purchasing Policy which was adopted 16/09/22 included contract variations as per point two in the "Mitigation and Management Strategy."</p> <p>An updated Purchasing Policy Draft was endorsed by Policy Committee 12/06/23. To be tabled at Council on 28/06/23.</p> <p>Policy adopted as per RES 120623 and practices updated.</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Purchasing Policy No: F16	<p>Policy providing a best practice approach and procedures for purchasing. Ensure consistency for all purchasing activities that integrates with all operational areas.</p> <p>Requires compliance with the Local Government Act 1995 and Local Government (Functions and General) Regulations 1996.</p>	6.2.10

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>Authorisation for a sole source of supply arrangement considered under the policy is not defined.</p> <p>The policy provides some direction regarding contract variations and extensions, however provides limited guidance where associated price changes change the purchase value threshold. The policy should ensure appropriate controls exist to minimise opportunities to circumvent purchasing threshold requirements through application of variations and extensions.</p> <p>Purchasing requirements for procurement of goods or services in accordance with the exemptions under Local Government (Functions and General) Regulations 1996 Regulation 11(2), are not consistent within the policy. The CEO is required to ensure controls exist for all purchases including those made using these exemptions. It is noted the practice of testing the market through sourcing multiple quotations when using the exemptions is often occurring, and the policy should be updated to reflect the expectation and requirement, regardless of whether the quotations are being sought from pre-qualified suppliers, WALGA Preferred Supply Contracts or other suppliers.</p> <p>The policy makes reference to pre-qualified suppliers and instances where pre-qualified suppliers are to be given priority for purchasing activities. This</p>	<p>Failure to identify risks or adequately treat risks, Invalid or Ineffective Policy</p>	<p>Amend the policy to provide the following:</p> <ul style="list-style-type: none"> Amend policy to require CEO approval under sole source of supply arrangements, and to reference the risks and control environment where considering these arrangements. Consideration to purchasing requirements for the issuing of contract variations and extensions should be included to circumstances where the contract value increase over a policy threshold level, due to the variation or extension. Amend purchasing requirements for procurement of goods or services to be consistent regardless of where the quotations are being sought from, including those made under the exemptions under Local Government (Functions and General) Regulations 1996 Regulation 11(2). If a separate prequalified supplier policy is not intended to be developed and adopted, references to pre-qualified suppliers should be removed from the policy to avoid confusion and non compliance in executing policy requirements. Publish the current, up to date purchasing policy on the official local government website as required by legislation.

may cause confusion for users of the policy. The Shire do not have a policy relating to pre-qualified suppliers, and entering into such an arrangement may not comply with legislation.
The current policy is not published on the official local government website as required by legislation.



6.2.14 - Appointment of Acting Chief Executive Officer Policy E5.8

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	18/10/2023	New draft policy to incorporate recommendations. To be endorsed by policy review committee before going to Council for adoption. An updated Purchasing Policy Draft was endorsed by Policy Committee 18/10/23. Tabled at Council on 18/10/23. Policy adopted as per RES 171023.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Appointment of Acting Chief Executive Officer Policy E5.8	Policy to provide for the appointment of a suitably qualified Acting CEO during limited absences of the Chief Executive Officer, in accordance with the provisions of the <i>Local Government Act 1995</i> .	6.2.14

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
The current policy provides for the appointment of an Acting CEO for period not exceeding six weeks. It does not address the following matters as required by legislation: <ul style="list-style-type: none"> • Scope to determine 'suitably qualified' persons to act as CEO; • Requirements in the event appointment of an Acting CEO will be required to exceed a term of four weeks; and • The amount of remuneration to be paid to an Acting CEO is not detailed within this policy. This presents a risk of legislative non-compliance due to a payment to an acting CEO not being in line with the salary bands set by the Salaries and Allowances Tribunal (SAT). 	Invalid or Ineffective Policy, Compliance Breach	Review and update the policy to sufficiently address compliance with section 5.39C of <i>the Local Government Act 1995</i> and publish on the Shire's website.

6.2.19 - Ongoing Elected Member Professional Development Policy

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	12/06/2023	Continuing Professional Development Policy was endorsed by Policy Committee 12/06/23. To be tabled at Council on 28/06/23. Policy adopted as per RES 120623 and practices updated.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Ongoing Elected Member Professional Development Policy	A policy to ensure equitable access to ongoing professional development and training opportunities to enable elected members to fulfil their function and perform the duties required of them under the Local Government Act 1995.	6.2.19

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
At the time of our review, no policy on Ongoing Elected Member Professional Development had been adopted by Council.	Invalid or Ineffective Policy, Compliance Breach	Develop and adopt a policy for Ongoing Elected Member Professional Development to comply with section 5.128 of the Local Government Act 1995. Publish the policy on the Shire's website as required.

7.1.1 - Code of Conduct for Employees, Volunteers and Contractors

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO	Yes	Yes	<p>17/03/2021 - Elected Member Code of Conduct</p> <p>30/03/2023 - Employee Code of Conduct</p> <p>18/07/2023 - Email confirming adoption of Employee Code of Conduct. Uploaded to website.</p>	<ul style="list-style-type: none"> The current version of the code of conduct for council members, committee members and candidates (as adopted by Council on 17 March 2021 as per Resolution No. 160321) was published to the Shire's website on 30 March 2023 and may be accessed on the Shire's website at https://www.koorda.wa.gov.au/council/council-policies-and-procedures/code-of-conduct.aspx The preparation and implementation of an interim code of conduct to be observed by employees of the local government was completed on 30 March 2023 as evidenced by the attached copy of an email sent to all Shire employees. In addition, a copy of the Interim Shire of Koorda Code of Conduct for Employees was published on 30 March 2023 accessible at https://www.koorda.wa.gov.au/documents/20230/shire-of-koorda-interim-code-of-conduct-employees <p>The adoption of an interim Shire of Koorda Code of Conduct for Employees (the Code) was in the interests of fairness, transparency and particularly clauses 1.4 (Our Values) and 1.5 (Our Commitment to Each Other and Our Community) of the Code, on a 3-month basis (i.e., to 30 June 2023) to allow for employee consultation, comment, any amendment and leading to adoption (and subsequent website publication) of a final version from 1 July 2023.</p> <p>Email sent to all employees with adopted "Code of Conduct - Employees" on 18/07/2023 with draft operational policy "E - Employee Secondary Employment"</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	7.1	Code of Conduct for Employees, Volunteers and Contractors	To provide guidance to employees, of enforceable rules and requirements as prescribed in relevant legislation.	7.1.1

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Regulations gazetted on the 3 February 2021 introduced minimum requirements for an Employee Code of Conduct and introduced a model Code of Conduct for Council Members. At the time of our review, the Code of Conduct for Employees had not been developed as required (by 3 May 2021), with the existing Code of Conduct still being utilised for employees.	Failure to identify risks or adequately treat identified risks. Compliance breach	Develop a new Code of Conduct for employees and contractors as required by legislation and undertake a re-induction with all employees. Ensure the updated Code of Conduct is published on the official local government website as required by section 5.51A of the Local Government Act 1995.

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				To work with ICT Providers in drafting and implementing an ICT Strategic Plan.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	7.1	ICT Strategic Plan	Plan to guide the future development and delivery of ICT services and address the handling of ICT disaster recovery.	7.1.4

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
An ICT Plan highlighting and addressing ICT risks and how they are to be addressed was not available for inspection. Presently a single consultant is engaged to provide IT support services and advice regarding security, etc. A high level of risk exists by engaging a single entity to provide all IT services.	Lack of strategic direction for implementation of internal controls.	Develop an ICT Strategic Plan, identifying and documenting key ICT risks, along with the treatments to reduce the risk to an acceptable level. Utilise the strategy to assist in considering the risks of utilising one single IT provider, and to assist in developing a scope to articulate service level agreements for a range of IT services to be potentially issued to different providers. Consider implementation of routine review and verification of skills, competencies, qualifications and experience for IT service providers.

7.2.1 - Risk Management Procedures

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
EMT	Yes	Yes	Policy - 28/06/23 LGIS workshop - 21/09/23 Strategy	New Risk Management Policy to be adopted by Council 28/06/23. Risk Management Framework/Strategy tabled at the Audit & Risk Committee Meeting held 18/12/2023 and adopted by Council on 18/12/2023 as per Resolution 161223.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	7.2	Risk Management Procedures	Procedures and practices to set out a uniform approach to the identification, assessment, management, reporting and monitoring of risks.	7.2.1

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Risk management activities currently undertaken are largely undocumented with existing procedures based on a superseded risk management standard. These activities are sometimes performed independently within individual departments which may not align with desired risk management practices	Failure to identify risks or adequately treat risks	Risk management procedures be updated, and a process developed in accordance with any update to the risk management policy to ensure procedures align to the policy. Communicate throughout the organisation any updates to risk management procedures and processes to assist with routine and consistent applications in accordance with adopted policy. A key function of the Audit and Risk Committee should be to review updates to risk reports, as well as to monitor and evaluate risks, particularly where changes occur. Risk reports and updates should be routinely reported and reviewed by the Audit and Risk Committee.

7.2.12 - Electronic Banking Transactions

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	15/06/2023	Further procedures have been created to ensure compliance with the 15-minute window between audit trail production and ABA upload to the bank. Additional receipt printed from banking transaction to show time stamps to marry up with the audit trail creation.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	7.2	Electronic Banking Transactions	Process to reduce opportunity for fraudulent activity with electronic banking.	7.2.12

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
We noted access to the ABA file from the time of generation to the time of upload to the bank is not adequately restricted, with a limited verification process undertaken to ensure the ABA file is unmodified when uploaded to the bank. This presents a risk where fraudulent manipulation of the ABA file may occur.	Breakdown of internal controls, financial and fraud risk	Improve controls to minimise the risk of electronic banking details being fraudulently manipulated through secure storage of ABA banking files. Controls should exist to restrict access to these files, and to detect and prevent any unauthorised changes being made.

7.2.13 - Changes to Banking Details

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO & Finance Officers	Yes	Yes	01/05/2023	<p>Creditor Update and Application Form has been amended to include a call back to confirm bank details for new suppliers, and for any updates, a call back using phone details on record.</p> <p>Audit Trails are produced with each creditor pay run to confirm details of any changes and is reviewed by two officers.</p> <p>The DCEO produces an audit trail on a monthly basis as per end of month processes and verifies changes and details.</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	7.2	Changes to Banking Details	Controls to validate banking change requests.	7.2.13

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
We identified weaknesses in the formal procedure to change employee and supplier banking details due to some limitations to segregation of duties.	<p>Breakdown of internal controls</p> <p>Controls reliant on the capability and honesty of staff, financial and fraud risk</p>	<p>Formal procedures relating to changes to banking details for employees and creditors should be updated to ensure sufficient controls exist in both substantiating the change request and the changes performed within the Shire's ERP system. Review and update procedures to ensure the following matters are appropriately considered, documented and controls are adequate to:</p> <ul style="list-style-type: none"> • Validate the change request and its origin; • Authority exists for the change request; and • Validate and control the changes once completed.

7.2.18 - Security Controls for Cash Handling

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				<p>Cash handling procedures to be written.</p> <p>As per the planned Risk Workshop with LGIS, cash handling will be identified in the register for solutions to reduce/mitigate any likely risks.</p> <p>A draft Risk Management Strategy will be recommended for adoption to determine the likelihood, consequences and risk of various Council activities to assist staff in determine the correct level or risk management per activity.</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	7.2	Security Controls for Cash Handling	Procedures and systems for the handling of cash at Shire facilities.	7.2.18

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Security controls for cash held at various facilities are considered inadequate. Controls are not consistently documented to ensure appropriate review and authorisation processes occur in relation to the management and handling of cash by staff and contractors.	Breakdown of Internal Controls, Failure to identify risks or adequately treat identified risks, financial and fraud risk	Ensure access to any cash held is restricted only to authorised personnel through secure storage. Implement appropriate documented procedures and controls for cash maintained by staff and / or third parties (such as contractors). Processes should also include reference to insured amounts relating to cash, to ensure adequate insurance levels are maintained relating to cash.

7.2.24 - Record Keeping Practices

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO & Records				The Shire's Record Keeping Plan was updated and approved (by State Records) in June 2020/ This RKP is to be reviewed every five years, or earlier if considered necessary. As part of the Council policy review and update, the current Record Keeping Policy and associated procedures will be reviewed.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	7.2	Record Keeping Practices	To demonstrate compliance of record keeping systems and practices with legislative requirements.	7.2.24

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>Staff representations indicate electronic records are stored in various locations such as shared drives, rather than the Shire's electronic document and records management system (EDRMS). Where compliance with required record keeping controls is low, information may become compromised where deletions, loss and compromised security or confidentiality of records may occur.</p> <p>Based on our enquiries with staff, no regular refresher training for the use of the records system is currently in place to support and direct staff to the appropriate procedures to save records in accordance with the Shire's record keeping plans and policies. This may increase risks associated with compliance with required record keeping controls. Where compliance with required controls is low, information may become compromised in that deletions, loss and compromised security or confidentiality of records may occur.</p> <p>Control procedures within the EDRMS relating to record preservation and disposal of records are considered inadequate. Current controls are heavily reliant on staff awareness of errors within the EDRMS generated disposal dates, and application of manual system override and review to manage compliance.</p>	<p>Breakdown of internal controls, Failure to identify risks or adequately treat identified risks, compliance breach</p>	<p>Review, update and communicate procedures for the record keeping practices and enforce individual accountability for compliance with established procedures.</p> <p>Where compromised controls relate to software errors, enforcement of contract obligations and service delivery should be undertaken as a minimum. If the Shire's EDRMS is not correctly generating record disposals, urgent consideration should be given to alternative programs or controls to provide an appropriate level of review to detect errors and ensure compliance with disposal of vital records.</p>

7.3.1 - Employee Identity and Credentials

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO & Payroll	Yes	Yes	01/07/2023	<p>WALGA & OAG templates used to create Shire of Koorda new employee forms.</p> <p>OAG & WALGA Guidelines downloaded.</p> <p>DCEO & Payroll Officer working to create new induction forms and checklists to ensure verification undertaken with new employees.</p> <p>Areas identified as part of Workforce Plan 2022-2025 (1.3, 4.2 & 4.4)</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	7.3	Employee Identity and Credentials	Systems and controls for screening of new employees and monitoring existing employees for changes in their circumstances which may impact their employment.	7.3.1

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Practices and procedures for verifying employee identity, right to work in Australia, verification of employment history and qualifications are not consistently applied or documented.	Breakdown of internal controls Controls reliant on the capability and honesty of staff	Develop, implement and maintain appropriate policies and procedures to reduce the risk of unqualified or unsuitable staff being employed by the Shire, in line with the Western Australian Auditor General's Report in June 2019 relating to Verifying Employee Identity and Credentials.

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				To explore contract registers and look at creating a register to track current contracts.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	8.2	Contracts Register	Provide a record of contracts entered into by the Shire.	8.2.2

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
A contracts register was not available for our inspection detailing the status of contracts held by the Shire.	Failure to identify risks or adequately treat identified risks. Controls reliant on capability and honesty of staff.	Maintain a register to record details of all contracts (current and expired) and their status in a form to assist with ensuring contracts are monitored and actioned as required and reflecting the value of the contracts.

8.2.4 - Financial Interest Register

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO/ DCEO/ Governance	Yes	Yes	01/06/203	<p>Noted. Section highlighted to ensure it is not missed on form in the future. WALGA procedure template downloaded and will be followed for annual returns, and any primary returns required following the upcoming Council Election and delegation changes.</p> <p>All details entered properly and checked prior to acknowledgement for returns received for the period ending 30 June 2023.</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	8.2	Financial Interest Register	Records details required under the Act relating to financial circumstances of relevant persons.	8.2.4

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
We noted primary returns were completed for three relevant persons where the returns did not record start dates. We were unable to verify the returns have been completed within three months of the documented start date.	Breakdown of internal controls, Compliance breach	Establish procedures to ensure all returns are properly completed at the time of providing acknowledgement of receipt of the returns.

8.2.5 - Delegation Register

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO	Yes	Yes	17/05/2023	Delegations register was adopted by Council on 17/05/2023 as per Resolution 090523. Letters issued to staff regarding delegations. Delegation Register report included in Councillor Information Report presented to Council following Council Meetings.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	8.2	Delegation Register	Statutory register of delegations of authority.	8.2.5

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Likely	Moderate	Moderate	Moderate	High	Prioritised action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>The review/amendment history recorded within the delegations register has not been updated to note most recent reviews.</p> <p>Our testing identified a number of issues with several delegations. We noted common occurrences where:</p> <ul style="list-style-type: none"> • The delegation is suitable for 'acting through'; • The delegation replicates existing policies (and detail within each may cause conflict between the delegation and the policy); • The delegation is not a decision or power of Council; and • The delegation contains information not aligned with relevant current legislation. <p>Several CEO sub delegations are included to an officer. The individual currently performing the duties noted within the delegation is contracted, and is not an employee of the Shire, therefore cannot be delegated authority the Local Government Act 1995.</p> <p>The formatting and presentation of delegations is inconsistent and presented in alternative formats for some delegations. Maintaining a consistent format across all delegations allows for better controls for their review and maintenance.</p>	<p>Breakdown of internal controls, Failure to identify risks or adequately treat identified risks. Invalid Delegation</p>	<p>Following review of Delegations by Council, update the latest 'history' date on each delegation to provide an accurate record of when the delegation was reviewed, amended and adopted.</p> <p>Review and update the delegations register to ensure delegations are appropriate and consistent with relevant legislation. Amend and update to ensure delegation and policy limitations are aligned. Systems and procedures should be in place to ensure consistent alignment to policies and other external references is achieved during reviews.</p> <p>Review the register of delegations to ensure all delegations made to the CEO and employees are correctly recorded as required by section 5.46(1) of the Local Government Act 1995.</p> <p>Review and amend delegations to maintain a consistent format and structure across all delegations.</p>

6.2.1 - Policy Change and Review Policy No: A15

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	12/06/2023	Policy Change and Review Policy endorsed by Policy Committee 12/06/2023. To be tabled at Council on 28/06/2023. Policy adopted as per RES 120623.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Policy Change and Review Policy No: A15	Routine review of Policies to help ensure they remain current.	6.2.1

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Policies are required to be reviewed biennially by Council, following each ordinary local government election, to help ensure they remain current. The policy manual has not undergone a review as required.	Invalid or Ineffective Policy, Compliance Breach	Following review of policies by Council, continue to maintain document control history on the policy to provide evidence and an accurate record of when the policy was reviewed, amended and adopted. Review systems and processes to ensure policy reviews occur as set out by the policy, and to maintain compliance with legislation for specific policies as required.

6.2.2 - CEO Performance Review Policy No: A21

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	17/04/2023	CEO Performance Review Policy endorsed by Policy Committee 17/04/23. To be tabled at Council on 28/06/23. Policy adopted as per RES 120623.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	CEO Performance Review Policy No: A21	Framework to provide effective communication between an employee and employer to measure performance, identify training needs and improve effectiveness and efficiency in the workplace.	6.2.2

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Linkages between the policy and adopted model standards relating to CEO performance reviews are not clear. It is noted the model standards were adopted in March 2021, however the policy has not been updated to align with the adopted model standards.	Invalid or Ineffective Policy, Compliance Breach	Review the policy to ensure alignment with adopted model standards. Alternatively, consider rescinding the policy if adopted model standards provide the required guidance.

6.2.3 - Public Question Time Policy No: A22

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO/ Policy Review Committee	Yes	Yes	18/10/2023	Public Question time included in "Council Meeting System" Policy endorsed by Policy Committee and Council on 18/10/2023. RES 171023.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Public Question Time Policy No: A22	To provide a process which will address questions by the public in a timely manner.	6.2.3

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
The process for public question time within the current policy (adopted 19 July 2000) does not align with all requirements of the Shire's Standing Orders Local Law 2017.	Invalid or Ineffective Policy, Compliance Breach	Update the policy to align with the Shire's Standing Orders Local Law 2017.

6.2.4 - IT Equipment Including Tablets, Smart Phones and Computers Policy No: A44

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO/ Policy Review Committee	Yes	Yes	28/06/2023	<p>Section 3.3 of Policy "Elected Member Entitlements" covers IT Equipment for Elected Members. In regard to ICT, other FMR Actions are more specific to; Strategy, Disaster Recovery, Security and Risk.</p> <p>As per Resolution 041122 from the November 2022 Council Meeting, this action item will be incorporated as part of the Policy Review Progress.</p> <p>As Staff and Policy Review Committee are currently undertaking a full Policy Manual Review, all policies will be looked at, and recommendations from the FM & Reg 17 Review Report will be considered when drafting policy amendments/changes.</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	IT Equipment Including Tablets, Smart Phones and Computers Policy No: A44	Policy to guide the future delivery of ICT services and equipment needs.	6.2.4

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Policy content may be outdated and therefore not sufficient to address current ICT risks.	Failure to identify risks or adequately treat risks, Invalid or Ineffective Policy	Review and update policy content to align to risks, and future needs of the Shire's ICT environment. Development of an ICT Strategic Plan may assist to identify relevant policy inclusions.

6.2.5 - Email Use Policy No: A45

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	17/04/2023	Internet, Email Usage and Access to IT System Policy endorsed by Policy Committee 17/04/23. To be tabled at Council on 28/06/23. Policy adopted as per RES 120623.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Email Use Policy No: A45	To ensure that the Shire's investment in computer hardware, software and services is used in the most productive manner to the greatest possible benefit of the Shire.	6.2.5

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Content of policy does not adequately consider current ICT risks and does not adequately provide for acknowledgement or acceptance of conditions of usage.	Failure to identify risks or adequately treat risks, Invalid or Ineffective Policy	Review and update the policy to a more general ICT usage policy and ensure all users agree to the usage terms and conditions. Systems and controls may be required to monitor policy acknowledgement / acceptance, and to integrate the policy into general operating procedures and record keeping requirements.

6.2.7 - Investments Policy No: F1

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO/ Policy Review Committee		Yes	November 2022	<p>As per Resolution 041122 from the November 2022 Council Meeting, this action item will be incorporated as part of the Policy Review Progress.</p> <p>As Staff and Policy Review Committee are currently undertaking a full Policy Manual Review, all policies will be looked at, and recommendations from the FM & Reg 17 Review Report will be considered when drafting policy amendments/changes.</p> <p>Policy mostly drafted for referral to Policy Review Committee.</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Investments Policy No: F1	To adopt a prudent approach to investments, in full compliance with all statutory requirements.	6.2.7

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
The policy contains a reference to fair value accounting and asset valuations, and it is unclear what alignment the statement has to investments.	Invalid or Ineffective Policy, Compliance Breach	Review and update the policy to provide for investments to align with regulatory requirements, and to include appropriate considerations to monitor and support control procedures required by Regulation 19 of the Local Government (Financial Management) Regulations 1996.

6.2.8 - Asset Valuations in Accounts Policy No: No: F11

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	28/06/2023	To propose rescind at Council on 28/06/2023 Policy rescinded as per RES 140623.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Asset Valuations in Accounts Policy No: No: F11	To ensure compliance with Fair Value Regulations while keeping costs at a minimum.	6.2.8

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Formalisation of policies relating to asset accounting may result in a conflict with the Australian Accounting Standards. To avoid conflict with the standards and legislation, the policy should not include legislative and standards requirements and should enhance these requirements or provide a policy decision where an accounting standard allows a policy choice.	Invalid or Ineffective Policy, Compliance Breach	Consider rescinding the policy and adopt accounting policies annually within the annual statutory budget.

6.2.9 - Review of Financial Management Systems Policy No: F15

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	28/06/2023	To propose rescind at Council on 28/06/2023 Policy rescinded as per RES 140623.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Review of Financial Management Systems Policy No: F15	To keep abreast of technological change.	6.2.9

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
The policy statement provides for the CEO to negotiate with Council's auditors to review financial management systems every four years. The review frequency required by legislation is every three years. To avoid conflict with legislation the policy should not restate legislative requirements, but rather should enhance these requirements.	Invalid or Ineffective Policy, Compliance Breach	Rescind the policy.

6.2.11 - Corporate Credit Card Use Policy No: F18

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	12/06/2023	Corporate Purchasing Card Policy endorsed by Policy Committee 12/06/23. To be tabled at Council on 28/06/23. Policy adopted as per RES 120623

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Corporate Credit Card Use Policy No: F18	Policy to regulate the use of corporate credit cards issued to employees.	6.2.11

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>The limit stated within the policy relating to the CEO's credit card does not align with the card limit noted during our testing.</p> <p>Where appropriate invoices / receipts to support card transactions are not available, the policy sets out how income tax credits are to be managed relating to credit card transactions. The policy does not however set out how those purchases are to be substantiated, reported, reviewed and authorised where a valid tax invoice is not available.</p> <p>The policy contains a specific reference to a set monthly bank / credit card charge. Detailed reference of this nature within the policy may result in the policy becoming outdated and non-compliant as changes to bank fees occur.</p>	<p>Failure to identify risks or adequately treat risks, Invalid or Ineffective Policy</p>	<p>Amend the policy to ensure alignment with current practices. When reviewing the policy, consider the required level of detail to be specified within the policy to address relevant identified risks.</p> <p>Update the policy to include guidance to support purchases where a valid tax invoice is not available. This should include appropriate consideration to identify the purchase and provide for robust control and review processes prior to payments being deducted through automated bank payments.</p> <p>Review the policy to remove detailed references where appropriate, to minimise the risk of policy non-compliance and outdated references.</p>

6.2.12 - Risk Management Policy No: R4

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	12/06/2023	Risk Management Policy endorsed by Policy Committee 12/06/23. To be tabled at Council on 28/06/23. Policy adopted as per RES 120623

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Risk Management Policy No: R4	Policy to set out the Shire's approach to articulate its commitment to Risk Management.	6.2.12

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
The current policy is based on a superseded risk management standard AS/NZ ISO 31000:2009.	Failure to identify risks or adequately treat risks, Invalid or Ineffective Policy	Develop and adopt a risk management policy to align to Risk Management Standard ISO 31000:2018.

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	28/06/2023	<p>Have provided access to up to date policies of Council. Indexing of policies improved and published on the website.</p> <p>A new page on the Shire Website has been created for updated policies. Once the policies are updated and adopted, they will be uploaded to the website as per the below link. https://www.koorda.wa.gov.au/council/council-policies-and-procedures/policies.aspx</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Policy Publication	To provide access to current and consolidated policies of Council.	6.2.13

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>Some adopted policies are maintained individually in a folder on a shared server drive, rather than in consolidated policy manual document. We also noted not all policies of Council are published on the official local government website as required by legislation.</p> <p>The formatting and presentation of policies is inconsistent and presented in alternative formats within different policies. Maintaining a consistent format across all policies allows for better controls for their review and maintenance.</p>	Invalid or Ineffective Policy, Compliance Breach	<p>To provide access to up to date policies of Council, improve the indexing of policies for better identification and access. Publish policies on the Shire's official website as required by regulation 29C (2)(c) of the Local Government (Administration) Regulations 1996.</p> <p>Review and amend policies to maintain a consistent format and structure across all policies.</p>

6.2.15a - General Policy Actions

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO/ Policy Review Committee	No	Yes		As per Resolution 041122 from the November 2022 Council Meeting, this action item will be incorporated as part of the Policy Review Progress. As Staff and Policy Review Committee are currently undertaking a full Policy Manual Review, all policies will be looked at, and recommendations from the FM & Reg 17 Review Report will be considered when drafting policy amendments/changes.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	General Policy Actions	To set out parameters for the implementation of policies.	6.2.15a

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>We noted the content of several council policies which may be operational in nature. Council policies are not necessarily intended to provide direction on how different operational functions are to be executed as these are the responsibility of the CEO. Some policies where this may occur includes:</p> <ul style="list-style-type: none"> • A1 Administrative Structure; • A2 Record Keeping; • A12 Sexual Harassment; • A32 Approval to the Use of Sale of Liquor; • A34 Car Rallies; • A36 Dog Control – Authorisations Under the Dog Act 1976; • A43 Plant, Equipment and Vehicle Purchases; • A44 IT Equipment Including tablets, smart phones and computers; • A45 Email use; • A46 Internet and WIFI/LAN use; • A48 Social Media Policy; • B2 Bush Fire Prosecutions; • B3 Bush Fire Courses; • B4 Bush Fire Permits; • B5 Fire Control Officers; • B6 Harvesting Ban Officers; • B7 Harvesting Ban Procedure; • B9 Extension of Burning Periods; • B10 Banning of Cooking and Campfires within the Shire of Koorda; • B11 Bush Fire – Burning to Protect Dwellings; • B12 Bush Fire Fighting Equipment – Financial Assistance; 	<p>Failure to identify risks or adequately treat risks, Invalid or Ineffective Policy</p>	<p>Review and update these policies to consider the appropriate separation of the roles of the council and the CEO. Consider review and update of policies to articulate the strategic direction of Council, particularly where legislation does not provide such direction.</p>

6.2.15b - General Policy Actions

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
EMT	No	Yes	01/03/2024	<p>The DCEO has drafted the below policies for consideration by the EMT before referral to the staff for comment prior to adoption. The EMT are meeting 19/03/2024 to consider the draft policies before moving to the next step of consultation with the Staff prior to adoption.</p> <ul style="list-style-type: none"> - Annual Leave & Long Service Leave Management - Disciplinary Policy - Discrimination, Harassment and Bullying Policy - Employee Recruitment and Selection - Grievance Policy - Performance and Development Review Policy and Procedure - Performance Improvement Policy - Social Media - Employees <p>As per Resolution 150623 all policies relating to Staff/Operations were transferred out of the Council Policy Manual and into an "Operation Policy Manual" for review and updating by the EMT.</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	General Policy Actions	To set out parameters for the implementation of policies.	6.2.15b

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>We noted the content of several council policies which may be operational in nature. Council policies are not necessarily intended to provide direction on how different operational functions are to be executed as these are the responsibility of the CEO. Some policies where this may occur includes:</p> <ul style="list-style-type: none"> • B13 Bush Fire – Roadside Burning; • B14 Control of Fires – Forward Control Points; • B15 Bush Fire Radio and Call Out Networks; • C15 Annual Christmas Employee Functions; • E1 Police Clearance Checks; • E2 Medical Clearance Checks; • E3 Employee Incentives; • E4 Employee Use of Council Property; • E4a Employee Use of Council Property - DCEO/MoFA Administration Vehicle; • E5 Leave – Outside Workforce; • E6 Gratuitous Payments to Employees; 	<p>Failure to identify risks or adequately treat risks, Invalid or Ineffective Policy</p>	<p>Review and update these policies to consider the appropriate separation of the roles of the council and the CEO. Consider review and update of policies to articulate the strategic direction of Council, particularly where legislation does not provide such direction.</p>

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| <ul style="list-style-type: none">• E7 Employee Annual Christmas Bonus;• E8 Employee Terms and conditions;• F2 Payments of Accounts;• F12 Provision for Long Service Leave and Sick Leave;• F14 Rates – Procedure of Collection;• P3 Conditions of Hire to be acknowledged;• P5 Swimming Pool Opening Times;• P10 Playground Equipment;• R1 Occupational Safety, Health and Welfare; | | |
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6.2.15c - General Policy Actions

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO/ Policy Review Committee	No	Yes		As per Resolution 041122 from the November 2022 Council Meeting, this action item will be incorporated as part of the Policy Review Progress. As Staff and Policy Review Committee are currently undertaking a full Policy Manual Review, all policies will be looked at, and recommendations from the FM & Reg 17 Review Report will be considered when drafting policy amendments/changes.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	General Policy Actions	To set out parameters for the implementation of policies.	6.2.15c

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>We noted the content of several council policies which may be operational in nature. Council policies are not necessarily intended to provide direction on how different operational functions are to be executed as these are the responsibility of the CEO. Some policies where this may occur includes:</p> <ul style="list-style-type: none"> • R3 Injury Management and Rehabilitation; • R5 Consultation and Communication; • R7 Contractor Management; • R8 Volunteer Management; • S1 Safety and Health; • S2 Personal Conduct; • S3 Personal Protective Equipment; • S4 Road Works; • S5 Plant and Equipment Responsibilities; • S6 Use of Equipment; • S7 Tree Pruning; • S8 Drugs and Alcohol; • W7 Private Works; and • W8 Private Works – Service/Sporting Clubs. 	<p>Failure to identify risks or adequately treat risks, Invalid or Ineffective Policy</p>	<p>Review and update these policies to consider the appropriate separation of the roles of the council and the CEO. Consider review and update of policies to articulate the strategic direction of Council, particularly where legislation does not provide such direction.</p>

6.2.16a - Policy Reference to Legislation and External Information

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO/ Policy Review Committee	No	Yes		As per Resolution 041122 from the November 2022 Council Meeting, this action item will be incorporated as part of the Policy Review Progress. As Staff and Policy Review Committee are currently undertaking a full Policy Manual Review, all policies will be looked at, and recommendations from the FM & Reg 17 Review Report will be considered when drafting policy amendments/changes.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Policy Reference to Legislation and External Information	To support the link between Council policy, legislation and other information sources.	6.2.16a

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>We noted several policies contain specific detail relating to legislation and other external references, including:</p> <ul style="list-style-type: none"> • A2 Record Keeping; • A13 Media Statements/Interviews; • A14 Instruments of Delegation; • A15 Policy Change and Review; • A21 CEO Performance Review; • A24 Electors Meeting Date; • A35 Permit Vehicle Approvals; • A39 CEO to Enforce Act; • A40 Exercise Powers Under Part 3; • A47 Meeting attendance – CEO Matters; • B8 Burning Periods; • B9 Extension of Burning Periods; • B15 Bush Fire Radio and Call Out Networks; • C1 Councillor Information Requirements; • E8 Employee Terms and conditions; • F2 Payments of Accounts; • F3 Amending the Rate Record; • F9 Community Recreation Facilities Funding; • F15 Review of Financial Management Systems; • F16 Purchasing Policy; <p>This practice may result in conflict between the policy and legislation or guidance in the instance of a change in legislation, guidance, or other external references. We noted a number of policy references are currently outdated in their current policy format.</p>	Invalid or Ineffective Policy, Compliance Breach	Update policies to remove specific and / or detailed references to legislation and other external references to assist with appropriate alignment and consistency in Council policies is maintained.

6.2.17 - Legislative Compliance Policy

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	12/06/2023	Legislative Compliance Policy endorsed by Policy Committee 12/06/23. To be tabled at Council on 28/06/23. Policy adopted as per RES 120623.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Legislative Compliance Policy	A policy to evidence Council's commitment to balancing the cost of legislative compliance with the extent of compliance requirements, and its importance to the organisation.	6.2.17

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Currently, no policy on internal legislative compliance has been adopted by Council.	Failure to identify risks or adequately treat risks, Invalid or Ineffective Policy	Development and adoption of a legislative compliance policy may help formalise Council's commitment and approach to legislative compliance.

6.2.18 - Internal Control Policy

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO/ Governance Committee	No	Yes	02/02/2024	Draft policy drafted for consideration at next Governance Committee meeting.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	6.2	Internal Control Policy	A policy to evidence Council's commitment to balancing the cost of internal controls with the extent of the control environment and their importance to the organisation.	6.2.18

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Currently, no policy on internal controls has been adopted by Council.	Failure to identify risks or adequately treat risks, Invalid or Ineffective Policy	We suggest an internal control policy be formulated and adopted to formalise Council's commitment and approach to internal controls, based on a risk management process.

7.1.2 - Business Continuity Disaster Recovery Plan

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	08/01/2024	Draft Business Continuity and Disaster Recovery Plan is tabled for consideration at the March 2024 Audit & Risk Committee meeting for referral to Council as per Item 9.5 in the March 2024 Ordinary Council Meeting agenda.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	7.1	Business Continuity Disaster Recovery Plan	Plan to facilitate organised decision-making in the event of a major incident impacting the Shire's ability to continue normal operations.	7.1.2

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
A Business Continuity Plan was not available for our review. A Disaster Recovery Plan has been developed, primarily focussed on ICT systems. Although ICT systems are an important element to business recovery in the event of a major business disruption, it is only one element to be considered within business continuity planning.	Failure to adequately manage a business disruption event Failure to identify risks or adequately treat risks	Develop a Business Continuity Plan to include business continuity considerations other than ICT systems. The plan should facilitate organised decision making in the event of any major disruption impacting the Shire's ability to continue normal operations, with testing involving relevant and key personnel to ensure validity of the identified risks and treatments within the plan.

7.1.3 - ICT Disaster Recovery Plan

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
EMT/IT Consultants				IT Disaster Recovery Plan exists, however to move from Adequate to Effective, the Plan requires testings to ensure it is relevant and applicable.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Entity Wide	7.1	ICT Disaster Recovery Plan	Plan to address the handling of ICT disaster recovery.	7.1.3

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
An ICT Disaster Recovery Plan has been prepared and was last reviewed in August 2020. At the time of this review, the plan had not yet been tested. The risk assessment within the plan identifies several risks. It is not evident from the plan what risk management framework was utilised for the assessment of the risks. Risk treatment plans to reduce risk levels are considered in the plan, however there is no evidence to indicate that these actions have been undertaken or progressed further.	Failure to adequately manage a business disruption event Failure to identify risks or adequately treat risks	Review and update content of the Disaster Recovery Plan to ensure relevancy and currency to the Shire. Maintain, review and test the plan to ensure validity. The plan should also align with the Shire's adopted risk management policy.

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	01/07/2023	Fairly comprehensive procedures and checklists already exist for tasks and practices. To review following policy review process to ensure compliance with policies and delegations. Operation procedures reviewed regularly/when tasks are being complete. To ensure role continuity, new operational procedures are written to ensure all staff are able to process enquiries/applications etc when key staff are away.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Operational Procedures	To provide direction to staff in the delivery of day-to-day operational tasks, as well as guidance for expected processes, systems, and controls to be maintained.	7.2.2

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Procedures are not formalised for some key operational functions throughout the Shire. Workflow process diagrams and checklists may assist to create a visual representation of a process, clearly identifying key points of control and responsibility to be evidenced and independently reviewed. Where appropriate, these may be complemented by clearly articulated descriptive documented procedures.	Lack of strategic direction for implementation of internal controls	Undertake a review of existing operational procedures, and where required develop and implement additional procedures, to provide operational guidance aligned with adopted Council policies and legislation. Procedures should provide for activities not necessarily covered by legislation to communicate expected standards to staff from management. Development of documented procedures and checklists, and / or workflow process diagrams may assist in clearly identifying controls and processes to be followed.

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				To investigate suppliers who can undertake a comprehensive and independent IT Security review.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	ICT Security	Procedures and practices to ensure the security of IT information, systems and data.	7.2.3

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
We noted limited controls in relation to the access to IT systems, including physical access to hardware. Some levels of permissions have been established to control network access to software and data, however this is largely undocumented.	Failure to identify risks or adequately treat identified risks. Controls reliant on the capability and honesty of staff	Undertake a comprehensive independent IT security review, document current policies and practices, and implement findings of the review. This review should be undertaken by those with the appropriate expertise, skills, qualifications and credentials. Consider implementation of routine review and verification of skills, competencies, qualifications and experience for IT service providers.

7.2.4 - ICT Risk Evaluation

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
EMT	Yes	Yes	21/09/2023	IT Risks identified and included in the Risk Register Workshop facilitated by LGIS on 21/09/2023. To work on any policies/procedures following on from identified risks and identified areas of improvement.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	ICT Risk Evaluation	The evaluation of risk in the overall security policy, general ICT and applications.	7.2.4

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
No formal evaluation process of the risks associated with the overall security procedures, general ICT and application controls is in place. We also noted formal risk treatment plans do not appear to be in place in relation to risks associated with changes to the IT systems.	Failure to identify risks or adequately treat identified risks. Controls reliant on the capability and honesty of staff	Develop evaluation systems and registers to evaluate, monitor and resolve risks related to the Shire's ICT environment. Controls should appropriately manage changes to the ICT system to ensure continuous and uninterrupted functionality of the ICT environment.

7.2.5 - Access to Shire Facilities

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
WS/CEO	Yes	Yes	13/11/2023	Depot Auto Gates installed inline with 2023/24 Budget. Self-closing to ensure restricted access to Shire personnel.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Access to Shire Facilities	Ensure access to Shire is restricted to only personnel who are authorised.	7.2.5

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
We noted limited physical access security measures to some Shire facilities. The risk associated with this is not documented, measured or recorded appropriately to verify whether treatment plans have reduced the perceived level of risk to the Shire.	Failure to identify risks or adequately treat risks	Ensure adequate physical access security measures to prevent unauthorised individuals from accessing facilities are appropriately documented. Risks and their treatment plans should be recorded in a risk register to communicate the risk, aligned to the Shire's adopted risk management policy and framework.

7.2.6 - Segregation of Duties and Internal Controls

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO/CEO	Yes	Yes	01/07/2023	As per recommendation to endorse an Internal Control Policy, and the Fraud and Corruption Policy being tabled at Council on 28/06/2023, EMT will continue work on ensuring policies and procedures are relevant and up to date to mitigate the risks with regard to segregation of duties. Internal processes have changed to segregation of duties to practices. To continue to monitor to ensure segregation/reviews are taking place.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Segregation of Duties and Internal Controls	Controls to minimise opportunities for collusion or fraud to occur, reduce the risk of errors and improve oversight and compliance with adopted policies and procedures.	7.2.6

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
We note segregation of duties occurs for a number of key roles, however we observed through our testing instances where resource constraints prevented these controls being consistently applied. Where a single individual is responsible for or involved in multiple stages of various processes, there is an increased risk and opportunity for error or misconduct.	Breakdown of internal controls, financial and fraud risk. Failure to identify risks or adequately treat identified risks. Controls reliant on capability of staff.	Interventions should be available at various stages for a number of operational functions, including routine independent reviews of controls to ensure they are being observed and maintained as required. Where resourcing constraints exist, other considerations should be applied such as training and engaging officers within the organisation who may not normally be involved in these processes, to assist with checks and controls, or engaging independent parties to provide sufficient levels of oversight. These controls should also be reflected in adopted policies and approved procedures.

7.2.7 - End of Month Processes

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO/DCEO	No	Yes		End of month processes are being prepared by the DCEO and reviewed by the CEO. To implement a system to show evidence the reviews taking place.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	End of Month Processes	Processes for the completion of tasks and evidencing key points of control.	7.2.7

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
End of month processes appear to exist and from staff representations are routinely performed, however there was no evidence of procedures or review by an authorised officer independent of preparing/collating documentation.	Breakdown of internal controls, Controls reliant on capability of staff.	Review of reports prepared each month is a useful mechanism to detect and rectify errors or anomalies which may exist. It also provides an opportunity to ensure staff are performing and reporting duties as required. Management are strongly encouraged to continue with the development of documented checklists and procedures to demonstrate appropriate controls and reviews are in place.

7.2.8 - Outstanding Purchase Orders

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO/Finance	Yes	Yes	01/05/2023	Part of end of month procedure to produce outstanding PO report and review and investigate any anomalies.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Outstanding Purchase Orders	Process to ensure invoices are being processed in a timely manner and in accordance with the purchasing policy.	7.2.8

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
We did not observe any formal procedures relating to the routine monitoring of and clearance of outstanding purchase orders. Regular review of outstanding purchase orders should be undertaken to assist with monitoring the value of and status of associated liabilities.	Breakdown of internal controls, financial risk	Update procedures to include review of the status of outstanding purchase orders as part of end of month processes. Ensure any controls developed are routinely and consistently applied.

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	12/06/2023	It is anticipated this item will be resolved as a flow on from the updated Purchasing Policy taken to the Policy Review Committee on 12/06/23 and recommended for Council endorsement on 28/06/2023. Policy adopted as per RES 120623 and practices updated.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Procurement	Procedures for the procurement of goods or services.	7.2.9

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Our testing identified a contractor providing services to the Shire on an ongoing basis, resulting in non-compliance between procurement thresholds and purchasing requirements in accordance with Council policy. Although a 'unique nature of supply' provision is included within the purchasing policy, the services do not appear to comply with the policy provisions.	Breakdown of Internal Controls, Failure to identify risks or adequately treat identified risks, financial risk	All procurement of goods or services should be undertaken in accordance with legislative requirements and the purchasing policy. A review of the purchasing policy may be required to ensure the policy is practical and addresses identified procurement risks.

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				EMT to investigate procurement assessment checklists to formalise the assessment process already taking place.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Procurement Assessment	Procedures to provide probity for the assessment of procurement options received.	7.2.10

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>Documented formal requirements when undertaking assessments of responses to requests for quotations have not been established for high value purchases.</p> <p>Documented procedures are not in place to require declarations of interest and confidentiality to be signed prior to assessments being undertaken for high value purchases.</p>	<p>Breakdown of Internal Controls, Failure to identify risks or adequately treat identified risks, financial and fraud risk</p>	<p>To help ensure probity and fairness when assessing high value procurement, at least three persons should assess the procurement responses independently of each other. Documented processes should require a higher level of probity and due diligence for higher value or higher risk purchases.</p> <p>Persons assessing any significant procurement should be required to declare any matters which may impact or be perceived to impact on their independence. Procedures for the declaration of interests prior to procurement assessments being undertaken should also be documented for high value purchases and tenders.</p>

7.2.11 - Credit Cards

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	12/06/2023	It is anticipated this item will be resolved as a flow on from the updated Purchasing Policy taken to the Policy Review Committee on 12/06/23 and recommended for Council endorsement on 28/06/2023. Policy adopted as per RES 120623 and practices updated.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Credit Cards	Systems and processes to control use of Corporate Credit Cards held.	7.2.11

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Agreements signed by credit card holders setting out cardholder responsibilities and legal obligations when using Shire credit cards were not available for our inspection or maintained on employee files.	Breakdown of Internal Controls, Failure to identify risks or adequately treat identified risks, financial and fraud risk	Review systems and procedures to ensure all credit card holders have acknowledged and signed documentation setting out cardholder responsibilities and legal obligations when using Shire credit cards. Ensure credit cards are issued only after this has occurred and documentation has been appropriately filed as required.

7.2.14 - General Journals

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO/DCEO	No	Yes		<p>Current practice is that the DCEO raises and approves the journals when required, and the CEO reviews/approves the journals after they have been updated. Recommendation to review prior to updating.</p> <p>DCEO to investigate Altus Financial suite to see if module is available, and seek a quote, to see if the general journal creation and approval can be automated online (similar to Bank Reconciliations) to ensure segregation of duty and evidence of reviews taking place.</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	General Journals	Processed general journals are independently reviewed and approved.	7.2.14

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
There are limited documented internal control procedures for general journals. We noted review and evidence of review of journals after posting appears to be consistently maintained. Best practice is to authorise journals prior to posting, however this may be impractical in all situations. No general journal audit trail is currently produced to ensure only authorised journals have been posted.	Breakdown of internal controls, financial and fraud risk	Document internal controls to ensure processes to support approvals/authorisations for journal requests are maintained prior to posting by an appropriate officer. The practice of independent review should be continued to be maintained, and evidence of review consistently applied. A monthly journal audit trail report should be produced and independently reviewed prior to preparation of the monthly statement of financial activity.

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				Noted. To investigate further.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Grants Management	Controls for the effective management of grants, compliance with conditions imposed by funding bodies and compliance with AASB standards.	7.2.15

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>We noted limited procedures exist to support processes and controls in respect to:</p> <ul style="list-style-type: none"> • Application of grants; • Acquittal of grants; • Compliance with grant conditions; and • Grant governance and administration arrangements. <p>Where grants are not effectively managed, there is a risk funds may be returned due to poor performance or missed opportunities in the future. In circumstances where controls are not effective for grant application processes, unbudgeted and unauthorised financial commitments may be undertaken on behalf of the Shire.</p>	Lack of strategic direction for implementation of internal controls	<p>Document and implement procedures to consider the need for grant programs, whether relevant factors and risks are thoroughly analysed and assessed and appropriate options for delivery are considered prior to applying for grants to ensure grant objectives are clearly defined. Systems should include controls for the monitoring of grants with funding conditions, acquittal processes and recording of liabilities in line with the AASB standards. Incomplete consideration of these factors may result in non-compliance with accounting standards and effective delivery of the Shire's grant programs. Maintain a register of grants to evidence the routine review of status, compliance and performance of grants being managed by the Shire.</p>

7.2.16 - Revenue Controls at Shire Facilities

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				To be reviewed with regard to risk implications, likelihood and consequences once risk policy, strategy and register finalised.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Revenue Controls at Shire Facilities	Procedures and systems for the collection of revenue and handling of cash at Shire facilities.	7.2.16

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Revenue controls for the collection of fees and charges as well as the provision of services at some Shire facilities are considered inadequate. We noted limited controls to validate and support the accuracy of revenue collected.	Breakdown of internal controls Controls reliant on the capability and honesty of staff, financial and fraud risk	A review of procedures and controls is required to determine practical procedures, documentation and controls for the receipt and reconciliation of revenue across all facilities. Procedures should ensure compliance with associated regulatory requirements under the Local Government Act 1995 and associated regulations.

7.2.17 - Petty Cash

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO/DCEO	Yes	Yes	30/06/2023	The need for petty cash has lessened in past years. Management have looked at the possibility of rescinding the petty cash float which will remove the risk and need for procedures. Final petty cash recoup completed as at 30 June 2023 and Petty Cash Float is no longer.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Petty Cash	Systems and processes to ensure controls are maintained around petty cash.	7.2.17

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
We did not observe any formal procedures relating to petty cash systems and controls. Controls are not routinely documented to ensure appropriate review and authorisation processes occur in relation to the storage, management and handling of cash by staff.	Breakdown of internal controls Controls reliant on the capability and honesty of staff, financial and fraud risk	Undertake a review of systems and processes relating to petty cash, to ensure adequate controls exist relating to security of cash held, as well as maintaining and processing of petty cash transactions.

7.2.19 - Rates

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO/DCEO	Yes	Yes	01/08/2023	<p>2023/2024 rating period undertaken with independent review and verification of rating matrices.</p> <p>To test procedure for independent review and verification of rating matrices for accuracy for annual rating processes during 2023/24 rating period.</p> <p>To ensure evidence of review is documented thoroughly.</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Rates	Rates are correctly imposed and rate system is properly maintained.	7.2.19

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>Limited reviews are undertaken of routine annual rating functions performed. Although established procedures guide this process, we did not observe evidence of independent review and verification of rating matrices for accuracy for annual rating processes.</p> <p>Evidence of routine reviews of rate exempt properties as defined by section 6.26(2)(g) of the Local Government Act 1995 was not available for our inspection.</p>	<p>Failure to identify risks or adequately treat identified risks.</p> <p>Controls reliant on capability of staff.</p>	<p>Update existing systems and procedures to demonstrate appropriate controls and authorisations exist for routine rating functions, including interim rating processes and annual rates billing.</p> <p>Develop and maintain systems and processes, in accordance with any adopted Council policy, whereby routine reviews are undertaken of rate exempt properties within the Shire, confirming these properties are used exclusively for rate exempt purpose.</p>

7.2.20 - Overhead and Administration Allocations

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO & Works	Yes	Yes	01/07/2023	Admin allocations and overhead rate review undertaken for new financial year. DCEO & Works Supervisor reviewed and updated plant allocation rates. To continue monitoring costings and allocations on a monthly basis as part of the end of month procedures. DCEO currently reviewing as part of the 2023/24 Budget preparation. Routine review and monitoring of indirect costs are part of end of month procedures.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Overhead and Administration Allocations	To allocate indirect costs in a practical and efficient manner.	7.2.20

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
A documented process to determine the allocation of indirect costs was not available for our review. From staff representations, current plant allocation rates are currently based on historical estimates. We noted management are currently periodically monitoring unallocated indirect costs to undertake corrective adjustments where required, with a review of these rates intended to be undertaken in the near future.	Failure to identify risks or adequately treat identified risks. Controls reliant on capability of staff.	Undertake a review of activity based costings to support calculation of overhead and administration allocations. Routine review and monitoring of indirect costs should be maintained for accuracy and compliance in financial reporting of works programs.

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				Noted. To investigate further.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Contract Management	To provide clear documentation of key contract / agreement information entered into with third parties by the Shire.	7.2.21

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
We noted a number functions are outsourced to external parties for a variety of professional services. Systems, procedures and contract provisions may not adequately address risks to ensure qualifications are maintained for contractors engaged. The absence of controls in relation to project and/or compliance management also imposes limitations to legislative compliance in relation to currency of specific qualifications required to perform professional duties.	Breakdown of Internal Controls, Failure to identify risks or adequately treat identified risks	Review and update systems and processes to provide for higher level controls and oversight of contracts entered into with third parties by the Shire. Agreements should be dually executed to ensure contract obligations are met by both parties.

7.2.22 - Stock Controls

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				Security/Access will be addressed as per item 7.2.5 - Access to Shire Facilities. Continually investigating ways to improve procedures to ensure they are both effective and efficient.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Stock Controls	Process to ensure stock is correctly allocated, as well as to reduce the potential for theft or misappropriation.	7.2.22

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Limited controls are in place to monitor potential erroneous allocations or misuse of stock. Stock allocations are entered and reviewed for reasonableness by management, but not independently reviewed for accuracy at periodic intervals, nor mechanisms to detect where excess stock (including fuels, oils, materials etc) may be allocated inappropriately or erroneously.	Breakdown of internal controls Controls reliant on the capability and honesty of staff, financial and fraud risk	Review security and access to stock held. Develop and implement procedures for the monitoring of stock on hand in an effort to improve opportunities to detect any issues or potential misuse with fuel allocations in a timely manner.

7.2.23 - Information Required to be Published on Official Local Government Website

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO/ DCEO/ Admin	No	Yes		<ul style="list-style-type: none"> • Confirmed minutes of Committee meetings; - Available on website • Minutes of annual meeting of electors; - Available on website • Notice papers, agenda, reports and other documents presented at Council and committee meetings; - Available on website • Tender register; - Available on website • Up to date version of each policy of the local government; and - Available on website • Adopted model standards relating to CEO recruitment, performance review and termination. - Available on website. • Copies of all local laws; - Currently working on Local Law review, will upload once complete and available

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.2	Information Required to be Published on Official Local Government Website	Ensure information is published for public information as required by legislation.	7.2.23

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
<p>At the time of our review, we noted the following information (in addition to other matters noted throughout this report) has not been published on the Shire's official website as required by legislation:</p> <ul style="list-style-type: none"> • Confirmed minutes of Committee meetings; • Minutes of annual meeting of electors; • Notice papers, agenda, reports and other documents presented at Council and committee meetings; • Copies of all local laws; • Tender register; • Up to date version of each policy of the local government; and • Adopted model standards relating to CEO recruitment, performance review and termination. 	Breakdown of internal controls, compliance Breach	Ensure information is published on the Shire's official website as required by section 5.96A of the Local Government Act 1995 and any other relevant section of the Act.

7.3.2 - Employee Appointment Procedures

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO & Payroll	Yes	Yes		<p>WALGA & OAG templates used to create Shire of Koorda new employee forms.</p> <p>OAG & WALGA Guidelines downloaded.</p> <p>DCEO & Payroll Officer working to create new induction forms and checklists to ensure all details are correct and appropriate when appointing new employees.</p> <p>Areas identified as part of Workforce Plan 2022-2025 (1.3, 4.2 & 4.4)</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.3	Employee Appointment Procedures	Procedures to ensure appointment of staff are appropriately authorised, and onboarding processes are consistently and routinely applied.	7.3.2

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Staff inductions are inconsistently applied throughout the Shire, and induction processes do not consistently communicate to staff required expectations and requirements when performing local government functions.	Breakdown of Internal Controls, Failure to identify risks or adequately treat identified risks	<p>Develop and implement procedures to ensure all new staff are appropriately inducted and aware of the parameters of their employment responsibilities and obligations including:</p> <ul style="list-style-type: none"> • WH&S; • Duties and responsibilities; • Security; • Code of Conduct; • HR Policies and Procedures; • Legislative Compliance; • Risk Management; and • Other relevant and required topics.

7.3.3 - Personnel Records

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				Following on from Record Keeping Policy and Procedure Update, to review security controls around electronic records and look to implement access levels.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.3	Personnel Records	Ensure employee records are securely stored to prevent unauthorised access.	7.3.3

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Hard copy personnel records are securely locked in a cabinet, however electronic records are not adequately restricted. Management representations indicate efforts are being undertaken to improve access restrictions through the EDRMS.	Breakdown of internal controls Controls reliant on the capability and honesty of staff	Secure electronic personnel records by restricting access and limiting permissions to share drives only to officers who are appropriately authorised to access these records or an appropriate alternate security control.

7.3.4 - Staff Contracts and Employee Files

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				To implement a procedure/checklist during 2023/24 payroll updates with regard to mandatory superannuation increases and any pay policy changes following performance reviews and the determination of wage increases in modern awards.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.3	Staff Contracts and Employee Files	To provide a documented record of the terms and conditions of each employee's contract of employment.	7.3.4

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Through our limited testing, we noted an instance where evidence of correspondence on an employee file to support an allowance applied through the payroll was not available.	Breakdown of Internal Controls, Failure to identify risks or adequately treat identified risks	Update systems and procedures to evidence controls for the application and review of employee conditions within the payroll master file. Interventions should be available at various stages for a number of operational functions, including routine independent reviews of controls to ensure they are being maintained as required. Undertake a review of all personnel files to reconcile documentation relating to conditions of employment, remuneration, roles and responsibilities with payments being made.

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
				Noted. To be investigated further.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.3	Staff Training	To ensure staff have access to ongoing and appropriate training.	7.3.5

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Planned and required staff training needs for employees are currently identified and recorded in a central training register. Further value from this initiative can be added through refining the current matrix toward a more formal required staff training structure, applied throughout the organisation.	Failure to identify risks or adequately treat identified risks. Controls reliant on capability of staff.	Refine the current staff training register to identify staff training needs relevant to each role, ensuring it is co-ordinated across the organisation and monitors currency of required licences and qualifications.

7.3.6 - Payroll Exception Reporting

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO & Payroll	Yes	Yes	21/06/2023	<p>Fortnightly comparison (as at 21/06/2023) and audit summary reports (since implementation of system) being produced during the review of each pay period to ensure any major anomalies in payroll are picked up and looked into/verified.</p> <p>The audit trial reports on; hired employees, terminated employees, shared bank accounts and organisation; leave policy changes, pay policy changes and provision policy changes. As well as employee; bank changes, project changes, role changes, department changes, pay calendar changes, pay policy changes, leave policy changes, tax declaration changes, tax variation changes, superannuation account changes, superannuation contribution changes, addition or deduction changes, work schedule changes, compliance changes.</p> <p>Any changes to detail, the authorising officer will confirm details of changes on a form signed by the employee.</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.3	Payroll Exception Reporting	Procedures to assist with accurate processing of employee entitlements.	7.3.6

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
The officers responsible for processing and reviewing payroll are tasked with review and capture of employee entitlements, allowances, deductions, etc. Staff have advised more formal documentation / checklists are intended to be created to assist with payroll processing, review and authorisation.	Failure to identify risks or adequately treat identified risks. Controls reliant on capability of staff.	Review procedures and controls to define systems documentation and controls for the accurate processing of payroll each fortnight. Details for each employee should be reviewed against individual employment contracts to capture allowances, deductions, entitlements etc, into a master list, with appropriate review and authorisation for changes. Payroll exception reporting and review of audit trails should be undertaken to capture anomalies or unauthorised changes.

7.4.1 - Contractor Insurance

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO & Finance	No	Yes		Finance Officers working to update Creditor Application/Update form to capture Contractor Insurance and a prompt to seek updated certificates on expiry.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	7.4	Contractor Insurance	Insurance cover maintained by contractors for damage caused when undertaking works for the Shire.	7.4.1

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Contractors' insurances are not always assessed prior to award of contracts in all cases. Reliance is placed on contract managers to ensure copies of insurances are provided.	Breakdown of Internal Controls, Failure to identify risks or adequately treat identified risks	To help ensure all contractors have the relevant licences and have adequate insurance cover for the works they undertake for the Shire, procedures should be developed, and records maintained to ensure copies of contractor's insurances are obtained and held on file prior to award of contracts.

8.1.1 - Council and Committee Minutes

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO/ Governance	Yes	Yes	01/09/2023	Attachments are linked within the agenda and minutes items, not inserted into the document. Unfortunately, links have an expiry, so staff are investigating the best way to include the attachments on the website. 2023 Attachments uploaded as a separate document to website.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	8.1	Council and Committee Minutes	Official record of proceedings and decisions.	8.1.1

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Attachments (monthly statement of financial activity, accounts for payment list etc) are not published in the minutes on the official local government website to support the decisions made, including where the decision refers to the officer report or an attachment.	Failure to identify risks or adequately treat risks. Internal control or compliance breach	Ensure all documents supporting Council / Committee decisions are included in the official minutes, and all minutes are also published on the official local government website as required by legislation. Review procedures for recording of official minutes to ensure all detail, decisions and proceedings required to be recorded by legislation are captured.

8.1.2 - Council and Audit Risk Committee

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
EMT	Yes	Yes	01/12/2023	As the Risk Register has been updated and a draft Risk Management Strategy for consideration at the Audit & Risk Committee Meeting planned for 18/12/2023, Council items for the December 2023 Council Meeting include Risk ratings/implications for each item.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	8.1	Council and Audit Risk Committee	Monitoring and consideration of risks when making strategic decisions.	8.1.2

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Identified risks are not consistently included within agenda items for elected member consideration for recording in the risk register.	Breakdown of Internal Controls, Failure to identify risks or adequately treat identified risks	Identified risks relating to a Council and / or Committee decision should be consistently communicated within the agenda item, to enable elected members to be fully informed of the identified risks when making decisions. Risks should also be appropriately recorded in a risk register.

8.1.3 - Audit Committee

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO	Yes	Yes	30/05/2023	Have made changes to the "Council Meeting" Module on the website to categories Meetings (Council, Special, Audit, Electors) to clearly separate meetings to ensure compliance. Have uploaded Audit Minutes back to 2021 in this category, with the rest being available for inspection at the Shire Office if required.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	8.1	Audit Committee	To provide oversight in monitoring compliance with legislation, performance, risk and internal controls, internal audit, liaising with external auditors and reporting to Council.	8.1.3

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Minutes of all Audit Committee meetings were not published on the official local government website at the time of our review.	Failure to identify risks or adequately treat risks. Internal control or compliance breach	Ensure all Committee minutes are published on the official local government website as required by legislation.

8.2.1 - Risk Register

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
EMT	Yes	Yes	21/09/2023	LGIS Risk Workshop undertaken Thursday 21 September 2023. Risk Register complete. To include in quarterly reporting to Audit Committee.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	8.2	Risk Register	Provide a record of risk breaches and remedial action taken.	8.2.1

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
A risk register was not available for our inspection to reflect identified risks, and if they have been adequately treated.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Maintaining risk registers for all identified risks is important to help ensure appropriate recording and communication of high rated risks, along with providing a record to enable the verification of whether treatment plans have appropriately reduced the risk. Routine (at least quarterly) review of the risk register is required to assist in ensuring identified risks are adequately treated.

8.2.3 - Register of Hazardous Materials

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
EMT	Yes	Yes	01/09/2023	A register of hazardous materials was not requested upon site visit. A Register exists, staff to regularly review to ensure contents are applicable and up to date.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	8.2	Register of Hazardous Materials	Provide a record of properties under the Shire's control containing hazardous materials.	8.2.3

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
A register of hazardous materials was not available for our inspection, to reflect properties under the control of the Shire which may contain hazardous materials such as asbestos, and if associated risks have been adequately treated.	Failure to identify risks or adequately treat identified risks. Controls reliant on capability and honesty of staff.	Develop and maintain a register to record details of hazardous materials, such as asbestos, for properties under the control of the Shire.

8.2.6 - Swimming Pool Inspection Register

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO & EHO	Yes	Yes	01/09/2023	Due to the discontinuation in NEWHEALTH, the handover and requirement to inspect private swimming pools was delayed. A swimming pool inspection register exists and has been updated to provide details of the last inspection and next inspection date. Outstanding pool inspection was due to resident not residing full time at the Koorda Property, and the EHO working remotely. To liaise with EHO regarding overdue inspection. Inspections flagged within Compliance Calendar.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	8.2	Swimming Pool Inspection Register	Register of inspections undertaken.	8.2.6

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
A register of inspections of private swimming pools within the district is currently maintained, although it was noted some routine inspections were not performed in the required timeframe, with one inspection remaining overdue. Management representations indicate additional resources were allocated in December 2022 to undertake the backlog of inspections, and to maintain the frequency of inspections.	Failure to identify risks or adequately treat identified risks. Controls reliant on capability and honesty of staff.	Update systems and processes to ensure routine monitoring and review of the register occurs for future private swimming pool inspections to be undertaken within required timeframes.

8.2.7 - Development Applications and Building Permits Register

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO	Yes	Yes	01/07/2023	<p>With new Delegated Authority Register Reporting, a Development Application and Building Permit Register has been created and details of new applications are being recorded to ensure compliance with mandated timeframes.</p> <p>As per the 2023 Delegation Register, (Section 5 Building Act 2011 Delegations and Section 12 Planning and Development Act 2005 Delegations) - the adopted reporting requirements seek "Delegations exercised are to be reported to Council monthly."</p> <p>A register, whether part of the report to Council, or separate, to include date of application, due date of decision and date of decision.</p>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	8.2	Development Applications and Building Permits Register	Provide a record of the receipt and status of applications received.	8.2.7

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
A register to record and track applications for building permits and development applications is not currently maintained. Reliance for compliance with statutory processing timeframes of applications received remains with only one officer, with no independent oversight, monitoring or reporting being undertaken.	<p>Failure to identify risks or adequately treat identified risks.</p> <p>Controls reliant on capability and honesty of staff, compliance breach</p>	Create and maintain a register to record the details and status of applications for building permits and development, to assist with ensuring applications are processed within mandated timeframes.

8.4.1 - Community Complaints Procedures

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
DCEO/ Governance Committee	No	Yes	01/03/2024	Two policies drafted for consideration at Governance Committee Meeting. One Policy related to community complaints and the other is for Council/Committee members and candidate code of conduct behavioural complaints.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	8.4	Community Complaints Procedures	Procedures for the recording handling and resolution of community complaints.	8.4.1

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
A customer complaints register is not currently maintained to follow up and ensure all complaints are adequately addressed. This type of register may assist with alignment to the requirements of the complaints handling policy.	Failure to identify risks or adequately treat risks	To help ensure all complaints are adequately monitored, reported and resolved, a register of customer complaints received should be maintained and systems and processes should ensure staff are aware of their obligations in accordance with adopted policies.

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO				Noted. To investigate further.

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	8.5	Internal Audit	Internal audit monitors the level of compliance with internal procedures and process along with assessing the appropriateness of these procedures.	8.5.1

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
Currently, no internal auditors have been appointed, and limited internal audit functions have been undertaken.	Failure to identify risks or adequately treat risks	We suggest as the level of documented procedures increases, an expanded internal audit function to confirm adherence to documented policies and procedures may be required as recommended by the OAG in their report to Parliament on the Audit Results Report – Annual 2017-18 Financial Audits of Local Government Entities.

8.6.1 - Audit Regulation 17 Review

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO	Yes	Yes	28/06/2023	Note in budget to prompt allocation for FMR & Reg 17 review. Policy "Legislative Compliance" recommended to be endorsed at Council on 28/06/2023 includes a prompt as per excerpt below. Review due date captured in Compliance Calendar. <i>Regulation 17 of the Local Government (Audit) Regulations 1996 requires the CEO to review of the appropriateness and effectiveness of systems and procedures in relation to risk management, internal control and legislative compliance not less than once in every 3 financial years and report to the Audit Committee the results of that review.</i>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	8.6	Audit Regulation 17 Review	CEO's review of the appropriateness and effectiveness of systems and procedures for Risk Management, Internal Controls and Legislative Compliance in accordance with Regulation 17 of Local Government (Audit) Regulations 1996.	8.6.1

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
A review was last undertaken in 2018 which is outside of the time period as required by Regulation 17 of Local Government (Audit) Regulations 1996. The previous review made no recommendations in relation to the appropriateness and effectiveness of risk management, legislative compliance and internal controls.	Breakdown of internal controls, Compliance breach	Ensure the next review is undertaken within the time period as required by Regulation 17 of Local Government (Audit) Regulations 1996. Ensure future reviews identifies operational and financial risk, control weaknesses and compliance weaknesses.

8.6.2 - Financial Management Review

Responsible Officer	Completed - Yes/No	Action Taken	Date Action Taken	Comment
CEO	Yes	Yes	28/06/2023	Note in budget to prompt allocation for FMR & Reg 17 review. Policy "Legislative Compliance" recommended to be endorsed at Council on 28/06/2023 includes a prompt as per excerpt below. Review due date captured in Compliance Calendar. <i>Regulation 5(2)(c) of the Local Government (Financial Management) Regulations 1996 also requires the CEO to undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews.</i>

Context of assessment	Report Section	Component	Purpose/Goal	Risk Number
Functional	8.6	Financial Management Review	Review of the appropriateness and effectiveness of the Financial Management systems and procedures of the local government, required to be undertaken every three years by Regulation 5(2) of Local Government (Financial Management) Regulations 1996.	8.6.2

Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequence	Risk Category	Action Required
Feb-23	Possible	Moderate	Minor	Moderate	Medium	Planned action required

Risk Issue and Failure Modes	Risk Identified	Mitigation and Management Strategy (Possible Future Controls)
A review was last finalised in 2016, with the next review being undertaken in February 2022 which is outside of the time period as required by Regulation 5(2) of Local Government (Financial Management) Regulations 1996.	Breakdown of internal controls, Compliance breach	Ensure the next review is undertaken within the time period as required by Regulation 5(2) of Local Government (Financial Management) Regulations 1996

Contents

Changes since last reporting period.....2

How to read this report3

1. Asset Sustainability4

2. Business and Community Disruption.....5

3. Community Engagement6

4. Compliance Obligations.....7

5. Document Management9

6. Employment Practices10

7. Environmental Management12

8. Errors, Omissions and Delays13

9. External Theft and Fraud.....14

10. IT, Communication Systems and Infrastructure.....15

11. Management of Facilities, Venues and Events.....16

12. Misconduct.....17

13. Project/Change Management19

14. Purchasing and Supply20

15. WHS.....21

Changes since last reporting period

1.3. Buildings Routine Maintenance Program (reactive)	Commenced → Almost Complete
2.1. Business Continuity & Disaster Recovery Plan	Yet to Commence → Completed
3.1. Complaint Management Process	Yet to Commence → Almost Complete
3.4. Customer Service Charter	Yet to Commence → Completed
4.3. Annual Compliance Return (CAR)	Yet to Commence → Completed
6.5. Workforce Planning	Commenced → Almost Complete
6.9. HR Policies and procedures	Yet to Commence → Commenced
	Yet to Commence → Commenced → Almost Complete → Completed

Key risks can then be identified and captured within the Risk Profiles. The Shire utilises risk profiles to document how it manages these risks. These risks are usually managed and monitored at the Executive/management level.

The Operational Risk profiles assessed are:

- | | | |
|--------------------------------------|--|---------------------------------|
| 1. Asset Sustainability | 7. Environment Management | 12. Misconduct |
| 2. Business and Community Disruption | 8. Errors, Omissions and Delays | 13. Project / Change Management |
| 3. Community Engagement | 9. External Theft and Fraud | 14. Purchasing and Supply |
| 4. Compliance Obligations | 10. IT, Communication Systems and Infrastructure | 15. WHS |
| 5. Document Management | | |
| 6. Employment Practices | 11. Management of Facilities, Venues and Events | |

For each category, the profile contains the following:

- | | | |
|----------------------|-------------------------------|-----------------------------------|
| • Risk Description | • Inherent Risk | • Control Operating Effectiveness |
| • Causal Factors | • Residual Risk | • Risk Evaluation: |
| • Potential Outcomes | • Key Controls / Control Type | • Actions and Responsibility |

More details for each section can be found below:

- **Risk Description:** What can go wrong? / What are areas of uncertainty? Describe what the risk is and specifically where control may be lost. They can also be described as an event. They are not to be confused with outcomes following an event, or the consequences of an event.
- **Causal Factors:** What are the potential consequential outcomes of the risk eventuating?
- **Potential Outcomes:** How may this risk eventuate?
- **Inherent Risk:** The amount of risk that exists in the absence of controls.
- **Residual Risk:** The amount of risk that remains after controls are accounted for.
- **Key Controls / Control Type:** What are the current measurable activities that mitigate this risk from eventuating?

Existing Controls Ratings			
Rating	Foreseeable	Description	
Effective	There is <u>little</u> scope for improvement.	Documentation	Processes (Controls) fully documented, with accountable 'Control Owner'.
		Operating Effectiveness	Subject to ongoing monitoring and compliance to process is assured.
		Design Effectiveness	Reviewed and tested regularly.
Adequate	There is <u>some</u> scope for improvement.	Documentation	Processes (Controls) partially documented, with a clear 'Control Owner'.
		Operating Effectiveness	Limited monitoring, ad-hoc approach and compliance to process is generally in place.
		Design Effectiveness	Reviewed and tested, but not regularly.
Inadequate	There is a <u>need</u> for improvement or action.	Documentation	Processes (Controls) not documented or no clear 'Control Owner'.
		Operating Effectiveness	No monitoring or compliance to process is not assured.
		Design Effectiveness	Have not been reviewed or tested for some time.

1. Asset Sustainability

Risk Description	
Failure or reduction in service of infrastructure assets, plant, equipment or machinery. These include fleet, buildings, roads, playgrounds, boat ramps and all other assets during their lifecycle from procurement to disposal.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Skill level & behaviour of operators Lack of trained staff Outdated equipment Insufficient budget to maintain or replace assets Unavailability of parts Lack of Maintenance Breakdowns 	<ul style="list-style-type: none"> Financial Service interruption Property damage Non compliance Health

Inherent Risk	Consequence	Likelihood	Risk Rating
	Catastrophic	Likely	Extreme

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
1.1. Roads Routine Maintenance Program	Preventative	Effective	Effective
1.2. Plant Routine Maintenance Program	Preventative	Effective	Effective
1.3. Buildings Routine Maintenance Program (reactive)	Preventative	Effective	Effective
1.4. Procurement & Disposal Process	Preventative	Effective	Effective
1.5. Asset Management Data Entry (Multiple) & Monitoring	Preventative	Effective	Effective
1.6. Asset Register	Preventative	Effective	Effective
1.7. Reactive Maintenance Program	Detective	Effective	Effective
1.8. Community Strategic Plan (new)	Preventative	Effective	Effective
1.9. Asbestos Management Plan (in development)	Detective	Effective	Effective
Overall Control Effectiveness			Effective

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Moderate	Possible	Moderate	Urgent attention

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
1.3	Building Maintenance/EMT	Yes	14/02/2024	Inspections undertaken mid-February for all tenant housing, and public building inspections are due to be complete in March to ensure a comprehensive building maintenance program can be formulated for consideration with the 2024/2025 draft budget.
1.7	Building/Admin	Yes		Online "works request" on website enables all facility users and members of the public to log any issues with buildings or footpaths/roads in a timely fashion. The online system is an efficient way to ensure requests/maintenance reports are handled and tended to in a timely manner.

2. Business and Community Disruption

Risk Description	
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) and/or pandemic.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> • Cyclone, storm, fire, earthquake • Terrorism / sabotage / criminal behaviour • Epidemic / Pandemic • Loss of suppliers • Climate change • Loss of key staff • Loss of key infrastructure 	<ul style="list-style-type: none"> • Service interruption • Reputational damage • Health • Financial impact

Inherent Risk	Consequence	Likelihood	Risk Rating
	Major	Likely	High

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
2.1. Business Continuity & Disaster Recovery Plan	Recovery	Inadequate	Effective
2.2. Local Emergency Management Arrangements (LEMA)	Preventative	Effective	Effective
2.3. Local Emergency Management Committee (LEMC)	Preventative	Effective	Effective
2.4. Volunteer Management & Training	Preventative	Adequate	Adequate
2.5. Internal Emergency Management Plan	Preventative	Adequate	Adequate
2.6. Generator availability across Shire	Preventative	Effective	Effective
2.7. IT Disaster Recovery Plan	Detective	Effective	Effective
Overall Control Effectiveness			Effective

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Minor	Unlikely	Low	Accept

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
2.1	DCEO	Yes	08/01/2024	Draft Business Continuity and Disaster Recovery Plan is tabled for consideration at the March 2024 Audit & Risk Committee meeting for referral to Council as per Item 9.5 in the March 2024 Ordinary Council Meeting agenda.
2.5	EMT/Risk Co-Ordinator			Update internal emergency management plans and diagrams including emergency evacuation training. Review and update emergency evacuation diagrams
2.6	DCEO	Yes		As part of Seroja Resilience Funding, additional generators are planned for deployment around the Shire to ensure continuation of services in disasters/outages.
2.7	IT Consultants			IT Disaster Recovery Plan exists, however to move from Adequate to Effective, the Plan requires testings to ensure it is relevant and applicable.

3. Community Engagement

Risk Description	
Failure to maintain effective working relationships with the Community (including local Media), Stakeholders, Key Private Sector Companies, Government Agencies and Elected Members. This includes activities where communication, feedback or consultation is required and where it is in the best interests to do so.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Relationship breakdowns with community groups Leadership inattention to current issues Inadequate documentation or procedures Budget/funding issues Poor communication and engagement on issues Inadequate support for community groups 	<ul style="list-style-type: none"> Reputation Compliance Service interruption Environmental

Inherent Risk	Consequence	Likelihood	Risk Rating
	Moderate	Likely	High

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
3.1. Complaint Management Process	Preventative	Inadequate	Inadequate
3.2. Social Media Policy	Preventative	Effective	Effective
3.3. Community Group Involvement	Detective	Adequate	Adequate
3.4. Customer Service Charter	Preventative	Inadequate	Effective
3.5. Community Notices/Communication	Preventative	Effective	Effective
3.6. Community Strategic Plan	Preventative	Effective	Effective
Overall Control Effectiveness			Adequate

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Insignificant	Likely	Low	Accept

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
3.1	DCEO/Governance Committee	Yes	01/02/2024	Draft complaint management policy & procedure available for consideration at next Governance Committee.
3.4	DCEO	Yes	12/03/2024	Customer Service Charter tabled for consideration as per Item 12.2 in the March 2024 Ordinary Council Meeting agenda.

4. Compliance Obligations

Risk Description	
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.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Lack of training, awareness and knowledge Staff Turnover Inadequate record keeping/ failure of corporate electronic systems Ineffective policies & processes Impulsive decision making Elected member turnover Lack of Legal Expertise Breakdowns in the tender or procurement process Ineffective monitoring of changes to legislation Attitudinal problems 	<ul style="list-style-type: none"> Non-compliance Reputational Environmental Financial Impact

Inherent Risk	Consequence	Likelihood	Risk Rating
	Catastrophic	Possible	High

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
4.1. Compliance framework (in development)	Preventative	Inadequate	Inadequate
4.2. 'Advice' monitoring (subscriptions)	Preventative	Effective	Effective
4.3. Annual Compliance Return (CAR)	Detective	Effective	Effective
4.4. Reg 17	Preventative	Effective	Effective
4.5. FMR	Preventative	Effective	Effective
4.6. Audit Committee	Preventative	Effective	Effective
4.7. Council Policies	Preventative	Inadequate	Inadequate
Overall Control Effectiveness			Adequate

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Moderate	Possible	Moderate	Monitor

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
4.1				To develop governance framework. Ensure appropriate review and integration.
4.3	CEO/DCEO	Yes	05/03/2024	Compliance Audit Return completed for 2023 and included for consideration by the Audit and Risk Committee at the March 2024 meeting, before being tabled for Council endorsement.
4.5	CEO/DCEO	Yes	01/06/2023	Since the adoption of the initial FMR Report in May 2023, Staff have been working to implement recommendations and report quarterly to the Audit and Risk Committee on the progress made.

4.7	DCEO	Yes	18/12/2022	A full Council Policy review and re-write is still being undertaken. This will be a priority to undertake as much of the review and re-write as possible before the end of June 2024.
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5. Document Management

Risk Description	
Failure to adequately capture, store, archive, retrieve, provide or dispose of documentation.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> • Spreadsheet/database/document corruption or loss • Inadequate access and / or security levels • Inadequate Storage facilities (including climate control) • Lack of knowledge/training • Incompatible systems • Lack of awareness of the State Records Act • Outdated record keeping practices • Incomplete authorisation trails 	<ul style="list-style-type: none"> • Compliance • Reputation • Loss of data

Inherent Risk	Consequence	Likelihood	Risk Rating
	Moderate	Likely	High

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
5.1. Records Management Framework	Preventative	Adequate	Adequate
5.2. Policy & Procedural Review process	Preventative	Inadequate	Inadequate
5.3. Record Management Officer	Preventative /Detective	Effective	Effective
5.4. Record Keeping Plan	Preventative	Effective	Effective
5.5. IT Disaster Recovery Plan	Preventative	Adequate	Adequate
5.6. Staff Training and Development	Preventative	Adequate	Adequate
5.7. Altus (Synergy)	Preventative	Inadequate	Inadequate
Overall Control Effectiveness			Adequate

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Moderate	Likely	High	Urgent attention

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
5.1	Records/DCEO	Yes	June 2022	The Shire's Record Keeping Plan was updated and approved (by State Records) in June 2020/ This RKP is to be reviewed every five years, or earlier if considered necessary. As part of the Council policy review and update, the current Record Keeping Policy will be reviewed.
5.2	EMT/Governance Committee	Yes		The EMT and Governance Committee are currently undertaking a full Policy Manual Review and update.
5.5	IT Consultants			IT Disaster Recovery Plan exists, however to move from Adequate to Effective, the Plan requires testings to ensure it is relevant and applicable.
5.6	DCEO/EMT	Yes	01/02/2024	To ensure staff training and development is relevant and up to date. As per section 6.9 HR policies and procedures, a draft policy relating to "Performance and Development Review Policy and Procedure" has been drafted for consideration by the EMT before consultation commences with the Staff prior to adoption.

6. Employment Practices

Risk Description	
Failure to effectively manage human resources (full-time, part-time, casuals, temporary and volunteers).	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Leadership failures Key / single-person dependencies Poor internal communications / relationships Ineffective Human Resources policies, procedures and practices Ineffective performance management arrangements Limited staff availability - labour market Inadequate staff training / knowledge 	<ul style="list-style-type: none"> Health Compliance Reputation Service interruption

Inherent Risk	Consequence	Likelihood	Risk Rating
	Major	Likely	High

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
6.1. Onboarding / Induction process	Preventative	Adequate	Adequate
6.2. Staff training	Preventative	Adequate	Adequate
6.3. Performance Management Process	Preventative	Effective	Effective
6.4. Staff Exit process	Preventative	Effective	Effective
6.5. Workforce Planning	Preventative	Effective	Effective
6.6. Code of Conduct	Preventative	Effective	Effective
6.7. Volunteer Policy and Procedures	Preventative	Inadequate	Inadequate
6.8. Internal engagements (meetings)	Preventative	Adequate	Adequate
6.9. HR Policies and procedures	Preventative / reactive	Inadequate	Inadequate
6.10. WALGA IP Support	Preventative	Effective	Effective
Overall Control Effectiveness			Adequate

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Minor	Unlikely	Low	Accept

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
6.3	DCEO/EMT	Yes	01/03/2024	As per item 6.9, the proposed draft HR Policies and procedures aim to outline the policy and procedure around performance management.
6.5	CEO/DCEO	Yes	01/03/2024	CEO commenced working review of the current Workforce Plan.
6.9	DCEO/EMT	Yes	01/02/2024	As part of the Council Policy Review Process currently being undertaken, the Operational policies were removed from the Council Manual and require updating and review. The DCEO has drafted the below policies for consideration by the EMT before referral to the staff for comment prior to adoption. The EMT are meeting 19/03/2024 to consider the draft policies before moving to the next step of consultation with the Staff prior to adoption. - Annual Leave & Long Service Leave Management

				<ul style="list-style-type: none">- Disciplinary Policy- Discrimination, Harassment and Bullying Policy- Employee Recruitment and Selection- Grievance Policy- Performance and Development Review Policy and Procedure- Performance Improvement Policy- Social Media - Employees
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7. Environmental Management

Risk Description	
Inadequate prevention, identification, enforcement and management of environmental issues.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Inadequate management of landfill sites Lack of understanding / knowledge Inadequate local laws / planning schemes Prolific extractive industry (sand, limestone, etc) Poor management of contaminated sites Clandestine drug labs disposing of chemicals illegally Weather events / natural disasters Climate change Inadequate weed and pest management Land contamination 	<ul style="list-style-type: none"> Environment Compliance Health Reputation Property Financial

Inherent Risk	Consequence	Likelihood	Risk Rating
	Major	Almost Certain	Extreme

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
7.1. Waste Facilities Management Plan	Preventative	Effective	Effective
7.2. Strategic Plan - includes reference to environmental and waste services and conservation of our natural environment	Preventative	Effective	Effective
7.3. Spill kits/PPE	Preventative	Effective	Effective
7.4. Above ground fuel tank bunded	Preventative	Effective	Effective
7.5. Weed Control Program	Preventative	Effective	Effective
7.6. Vegetation control program	Preventative	Effective	Effective
7.7. Asbestos Management Plan	Preventative/Detective	Effective	Effective
7.8. EHO (shared resource)	Preventative	Adequate	Adequate
7.9. Sewerage Management Plan	Preventative	Effective	Effective
Overall Control Effectiveness			Effective

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Minor	Likely	Moderate	Monitor

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment

8. Errors, Omissions and Delays

Risk Description	
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.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Inadequate internal processes Lack of knowledge/training Legislative changes Unrealistic community/council expectations Incorrect information Staff turnover Work pressures / deadlines Failure to monitor external non-compliance (swimming pools/food hygiene) Human Error 	<ul style="list-style-type: none"> Compliance Reputational Financial Property

Inherent Risk	Consequence	Likelihood	Risk Rating
	Major	Possible	High

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
8.1. Delegations Register	Preventative	Effective	Effective
8.2. Town Planner (Consultant)	Preventative	Effective	Effective
8.3. Local Planning Strategy	Preventative	Inadequate	Adequate
8.4. Compliance and Governance Calendar	Preventative	Inadequate	Adequate
8.5. Access to state legislation	Preventative	Effective	Effective
8.6. Contract Health Officer	Preventative	Effective	Effective
Overall Control Effectiveness			Adequate

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Minor	Unlikely	Low	Accept

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
8.3	Planning Consultant			Local Planning Strategy is in place, however may require review and updating as the current version was adopted in 2014. To review with Local Planning Policy Review.
8.4	EMT/Governance			WALGA Compliance Calendar template utilised. To roll out in the 2024 calendar year as a tool to track compliance.

9. External Theft and Fraud

Risk Description	
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, malicious damage or theft.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Inadequate security measures Robbery / theft Cyber crime Scam invoices Inadequate knowledge/training Staff collusions 	<ul style="list-style-type: none"> Financial Reputational Property Service Interruption

Inherent Risk	Consequence	Likelihood	Risk Rating
	Catastrophic	Likely	Extreme

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
9.1. Building Security access controls (alarms, CCTV, keypad access)	Preventative	Adequate	Effective
9.2. Equipment storage security access controls	Preventative	Adequate	Effective
9.3. IT Security Framework (third party vendor)	Preventative	Effective	Effective
9.4. Cash handling processes	Preventative	Inadequate	Inadequate
9.5. Asset Registers	Preventative	Effective	Effective
9.6. Attractive items Registers	Detective	Effective	Effective
9.7. Keys secured overnight	Preventative	Adequate	Effective
Overall Control Effectiveness			Adequate

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Insignificant	Possible	Low	Accept

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
9.4	EMT			To document the current cash handling processes in place and take into regard any risks involved and risk mitigations in place for cash handling.

10. IT, Communication Systems and Infrastructure

Risk Description	
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.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Power outage on site or at provider Software / hardware vulnerability and/or failure Cyber crime and viruses Inadequate IT incident and recovery processes Failure of vendor User error 	<ul style="list-style-type: none"> Financial Service Interruption Property Reputational

Inherent Risk	Consequence	Likelihood	Risk Rating
	Major	Likely	High

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
10.1. IT Infrastructure replacement / refresh program	Preventative	Effective	Effective
10.2. IT Vendor Agreement monitoring program (Wallis)	Detective	Effective	Effective
10.3. IT Disaster Recovery Plan	Recovery	Adequate	Adequate
10.4. Infrastructure Security	Preventative	Effective	Effective
10.5. UPS / Generator	Preventative	Effective	Effective
10.6. Mobile phones for key staff	Preventative	Effective	Effective
10.7. 2 ways and sat phones	Preventative	Effective	Effective
10.8. IT security training	Preventative	Effective	Effective
Overall Control Effectiveness			Effective

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Moderate	Possible	Moderate	Monitor

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
10.3	IT Consultants			IT Disaster Recovery Plan exists, however to move from Adequate to Effective, the Plan requires testings to ensure it is relevant and applicable.

11. Management of Facilities, Venues and Events

Risk Description	
Failure to effectively manage the day to day operations of facilities, venues and events.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Lack of internal procedures Inappropriate alcohol consumption Inadequate hiring agreements Poor event planning Lack of internal knowledge/training Lack of monitoring 	<ul style="list-style-type: none"> Financial Reputational Compliance Health Environment

Inherent Risk	Consequence	Likelihood	Risk Rating
	Major	Likely	High

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
11.1. Event management approval process	Preventative	Effective	Effective
11.2. Inspection and cleaning schedules	Preventative	Effective	Effective
11.3. Facility / Venue booking process	Preventative	Effective	Effective
11.4. Ad hoc inspection program	Preventative	Effective	Effective
11.5. Environmental Health Officer (contracted)	Preventative	Effective	Effective
11.6. Community Inspection Program	Detective	Effective	Effective
11.7. User access agreements with community (sporting)	Preventative	Inadequate	Inadequate
Overall Control Effectiveness			Effective

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Minor	Unlikely	Low	Accept

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
11.7	Consultant			As per allocation in 2023/2024 Budget, Caroline from 150 Square is working with sports clubs and organisations for the Recreation Management Model project, and in addition to this will formulate user access agreements with the various clubs/organisations utilising Shire facilities.

12. Misconduct

Risk Description	
Intentional activities in excess of authority granted to an employee, which circumvent endorsed policies, procedures or delegated authority.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Inadequate training Lack of policies and procedures (code of conduct) Delegated authority circumvented Lack of internal control Poor recruitment practices Insubordination Workplace culture 	<ul style="list-style-type: none"> Financial Health Services Reputation Compliance

Inherent Risk	Consequence	Likelihood	Risk Rating
	Catastrophic	Possible	High

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
12.1. Delegations register and process	Preventative	Effective	Effective
12.2. IT Security Framework (Profile Use)	Preventative	Effective	Effective
12.3. Cash handling procedures	Preventative	Inadequate	Inadequate
12.4. Staff on-boarding / induction program	Preventative	Adequate	Adequate
12.5. Internal reporting process (not documented)	Preventative	Adequate	Adequate
12.6. Code of Conduct	Preventative	Effective	Effective
12.7. Council policies	Preventative	Inadequate	Inadequate
12.8. Performance Appraisal Program	Detective	Adequate	Adequate
12.9. Effective Leadership	Preventative	Effective	Effective
12.10. HR Policies	Preventative	Inadequate	Inadequate
12.11. Recruitment process (WALGA template)	Preventative	Adequate	Adequate
Overall Control Effectiveness			Adequate

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Minor	Rare	Low	Accept

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
12.3	EMT			To document the current cash handling processes in place and take into regard any risks involved and risk mitigations in place for cash handling.
12.7	EMT/Governance Committee	Yes		The EMT and Governance Committee are currently undertaking a full Policy Manual Review and update.
12.10	DCEO/EMT	Yes	01/02/2024	As part of the Council Policy Review Process currently being undertaken, the Operational policies were removed from the Council Manual and require updating and review. The DCEO has drafted the below policies for consideration by the EMT before referral to the staff for comment prior to

				<p>adoption. The EMT are meeting 19/03/2024 to consider the draft policies before moving to the next step of consultation with the Staff prior to adoption.</p> <ul style="list-style-type: none"> - Annual Leave & Long Service Leave Management - Disciplinary Policy - Discrimination, Harassment and Bullying Policy - Employee Recruitment and Selection - Grievance Policy - Performance and Development Review Policy and Procedure - Performance Improvement Policy - Social Media - Employees
12.11	DCEO/EMT	Yes	01/02/2024	As per above a draft "Employee Recruitment and Selection" policy has been drafted. In addition to this a Recruitment and Selection procedure will be drafted for review and implementation.

13. Project/Change Management

Risk Description	
Inadequate analysis, design, delivery and reporting of projects / change initiatives.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Poor planning methodology and process Excessive/unrealistic project lists Inadequate monitoring of projects Lack on internal resources Supply chain restrictions Ineffective procurement processes 	<ul style="list-style-type: none"> Reputation Financial Service Interruption

Inherent Risk	Consequence	Likelihood	Risk Rating
	Major	Possible	High

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
13.1. Poor planning methodology and process	Preventative	Effective	Effective
13.2. Purchase orders	Preventative	Effective	Effective
13.3. Project proposal templates	Preventative	Inadequate	Inadequate
13.4. Use of project management tools	Preventative	Inadequate	Inadequate
13.5. Project reporting processes	Preventative	Effective	Effective
13.6. Procurement plan (template)	Preventative	Adequate	Adequate
13.7. Planning processes (public consultation)	Preventative	Effective	Effective
13.8. Budget allocations	Preventative	Adequate	Adequate
13.9. Purchasing Policy	Preventative	Effective	Effective
13.10. Project timelines	Preventative	Inadequate	Inadequate
Overall Control Effectiveness			Adequate

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Moderate	Possible	Moderate	Monitor

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
13.3	EMT			To utilise WALGA procurement toolkit as a guide in drafting and implementing policies and procedures around project planning and procurement.
13.4	EMT			To utilise WALGA procurement toolkit as a guide in drafting and implementing policies and procedures around project planning and procurement.
13.10	EMT			To utilise WALGA procurement toolkit as a guide in drafting and implementing policies and procedures around project planning and procurement.

14. Purchasing and Supply

Risk Description	
Inadequate management of external Suppliers, Contractors, IT Vendors or Consultants engaged for operations. This includes issues that arise from the ongoing supply of services or failures in contract management & monitoring processes.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Inadequate tendering/procurement processes Limited internal resources (physical and financial) Inadequate contractor management practices Inadequate supply/contractor monitoring Supply chain limitations 	<ul style="list-style-type: none"> Financial Service Interruption Reputation Compliance Property

Inherent Risk	Consequence	Likelihood	Risk Rating
	Major	Almost Certain	Extreme

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
14.1. Contractor management procedures	Preventative	Inadequate	Inadequate
14.2. Purchasing policy	Preventative	Effective	Effective
14.3. Use of WALGA contracts and e-quote system	Preventative	Effective	Effective
14.4. Buy Local Policy	Preventative	Effective	Effective
14.5. RFQ/RFT processes	Preventative	Adequate	Adequate
Overall Control Effectiveness			Adequate

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Moderate	Possible	Moderate	Monitor

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
14.1	EMT			To investigate a policy around contract management and utilise WALGA Procurement Toolkit and contract register to track any contracts in place at the Shire.

15. WHS

Risk Description	
Non-compliance with the Workplace Health & Safety Act, associated regulations and standards.	
Casual Factors	Potential Outcomes
<ul style="list-style-type: none"> Lack of resources (physical and financial) Ineffective safety management practices Inadequate training and supervision Lack of understanding of WHS requirements Poor culture 	<ul style="list-style-type: none"> Health Compliance Reputation Financial Property

Inherent Risk	Consequence	Likelihood	Risk Rating
	Catastrophic	Likely	Extreme

Key Controls	Type	ORIGINAL Control Operating Effectiveness	CURRENT Control Operating Effectiveness
15.1. Safety Policy	Preventative	Inadequate	Adequate
15.2. Safety Rep	Preventative	Effective	Effective
15.3. Induction program	Preventative	Adequate	Adequate
15.4. Risk assessments / Safe work method statements	Preventative	Inadequate	Adequate
15.5. Member of LGIS RRC program	Preventative	Effective	Effective
15.6. LGIS 3 steps to safety assessment	Detective	Adequate	Adequate
15.7. Emergency management program (needs review)	Preventative	Adequate	Adequate
15.8. PPE	Preventative	Effective	Effective
Overall Control Effectiveness			Adequate

Residual Risk	Consequence	Likelihood	Risk Rating	Risk Evaluation
	Major	Likely	High	Urgent Attention

Actions/ Treatments				
Control	Responsible Officer	Action Taken	Date Action Taken	Comment
15.1	CEO			Safety Policy requires CEO name update and signature.
15.4	Works/RRC	Yes		Regional Risk Coordinator has developed Verification of Competency (VOC) procedure for implementation. Regional Risk Coordinator has customised Construction Management Plans to Koorda. Regional Risk Coordinator met with Works Supervisor to ascertain which SWMS are required. WS advised many SWMS are in place, and development will be ongoing.



Shire of
Koorda

Drive in, stay awhile

**Business Continuity &
Disaster Recovery Plan**

March 2024

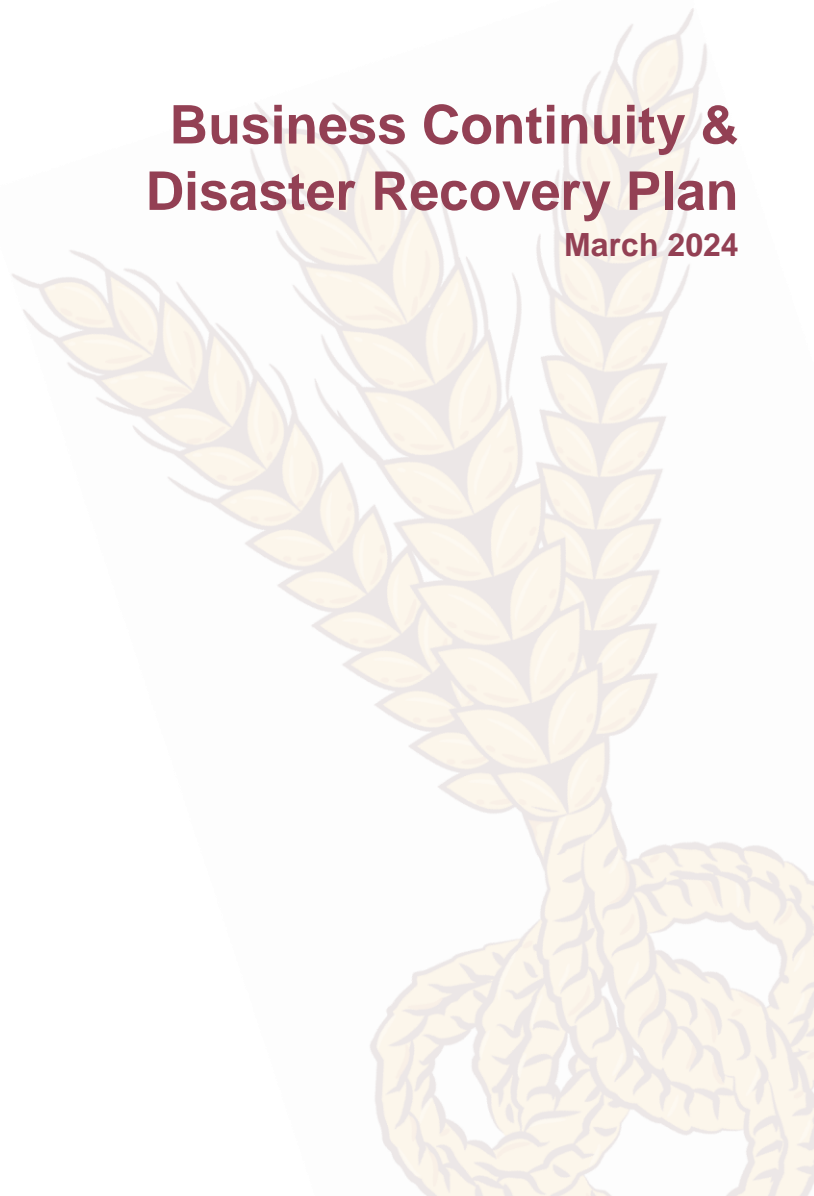


Table of Contents

1. INTRODUCTION AND OBJECTIVES	3
2. IMPORTANT USER INFORMATION	4
3. CHECKLISTS	5
3.1. EMERGENCY RESPONSE	5
3.2. IMMEDIATELY AFTER EMERGENCY	5
Notify Executive Team & Spokesperson	5
Evidence	5
Support Specialists	6
3.3. EXECUTIVE TEAM INCIDENT LEADER CHECKLIST	6
4. ASSESS	9
4.1. EMPLOYEE'S SUPPORT AND WELLBEING REQUIREMENTS	9
4.2. TIME-CRITICAL BUSINESS FUNCTIONS	11
Time-Critical business activities according to priority	11
Time-Critical business activities according to Business Unit	13
4.3. OTHER CONSIDERATIONS	15
4.4. UPCOMING ACTIVITIES AND EVENTS	15
4.5. KEY CONTACTS	16
5. INCIDENT RESPONSE PLANS	17
5.1. LOSS OF ADMINISTRATION BUILDING	17
TASK 1 - Immediate Response	17
TASK 2 - Commence operations from Disaster Recovery Site	18
TASK 3 - Assess damage and prepare medium term Recovery Plans	19
TASK 4 - Long term Recovery Plan and relocation to permanent Shire Office building	20
5.2. LOSS OF DEPOT BUILDINGS	21
TASK 1 - Immediate Response	21
TASK 2 - Commence operations from Disaster Recovery Site	22
TASK 3 - Assess damage and prepare medium term Recovery Plans	23
TASK 4 - Long term Recovery Plan and relocation to permanent Shire Depot building	24
5.3. COMPLETE IT HARDWARE FAILURE	25
6. SCENARIO-SPECIFIC CHECKLISTS	26
6.1. LOSS OF (OR ACCESS TO) BUILDINGS / INFRASTRUCTURE / EQUIPMENT	26
6.2. LOSS OF PEOPLE	28
6.3. LOSS OF IT, DATA OR COMMUNICATIONS	30
6.4. LOSS OF KEY SUPPLIERS (e.g. UTILITIES)	32
7. MANAGE	33
8. RECOVER	34
9. REVIEW AND MAINTAIN	35
APPENDIX 1 - COMMUNICATIONS GUIDELINES	36
APPENDIX 2 - EVENT LOG	39

1. INTRODUCTION AND OBJECTIVES

The purpose of developing a Business Continuity and Disaster Recovery Plan (Plan) is to ensure the capability of the Shire of Koorda (the Shire) to continue to deliver its services at an acceptable level during or following a disruptive incident or disaster.

Business continuity outlines exactly how a business will proceed during and following a disaster. It may provide contingency plans, outlining how the business will continue to operate even if it has to move to an alternate location. Business continuity planning may also take into account smaller interruptions or minor disasters, such as extended power outages.

Disaster recovery refers to the plans a business puts into place for responding to a catastrophic event or a serious disruption of the functioning of the Shire of Koorda causing widespread human, economic or environmental loss or disturbances, such as fire, flood, earthquake, epidemic, pandemic or cybercrime. Disaster recovery involves the measures a business takes to respond to an event and return to safe, normal operation as quickly as possible.

A disaster recovery plan uses measures such as alternative premises or alternative service delivery and other facilities to ensure that a business can continue operations and if not, restore operations as quickly as possible after a calamity.

The objectives of this Plan enable the Shire to:

- Ensure we are prepared prior to an event;
- Define prioritise and re-establish critical business functions as quickly and efficiently as possible;
- Follow a systematic plan for the management of any incident or disaster;
- Detail the immediate response to minimise damage or loss during a critical incident;
- Minimise the effect of an incident on the community, staff and Council; and
- Review and update this plan on a regular basis.

The Shire recognises that some events may exceed the capacity of routine management methods and structure. The Plan aims to provide a mechanism for the development of contingent capacity and logical plans that will enable management to focus on maintaining and resuming the Shire's most critical functions; whilst working in a practical way toward eventual restoration of operations and ensuring unaffected operations are able to continue.

This Plan reinforces and is reinforced by the Shire's Risk Management Framework and Risk Management Policy.

This Plan will be located on the Shire website – www.koorda.wa.gov.au to ensure it is always available. Copies will also be placed in the all the Executive Management Team vehicles and the fireproof strong-room within the Shire's Administration building.



2. IMPORTANT USER INFORMATION

This document is a series of checklists developed and maintained in readiness for use during an incident **resulting, or anticipated to result in a disruption to business-as-usual activities.**

The term 'Incident' can be used to indicate a Crisis, Disaster, Emergency, Accident or any other event **resulting, or anticipated to result in a disruption.**

This plan's main purpose is to offer guidance in restoring the Shire to an acceptable level of operation by focusing on communications, time-critical business activities, staff welfare and those people who will need to be contacted or mobilised due to the circumstances of the incident.

Every incident is unique. Therefore, the gap between continuity planning and the real disruptive incident now being faced, needs to be filled with new information, gathered after an assessment of the circumstances of the incident, and the Plan and response options updated accordingly.

Plan Activation Decision

Could the incident:	YES	NO
Disrupt critical activities for more than one day or affect multiple sites?		
Prevent the use of our Admin Building, Depot, IT/Communications Systems, or disrupt key supplies for more than 1 day?		
If YES to any of the above, this plan is to be activated.		

An Organisation's behaviours during an incident can significantly damage the trust of staff, the community and other stakeholders. Therefore, during a disruptive incident, the Shire will seek to:

1. **Before all else, establish the safety and wellbeing of staff, visitors and the community.**
2. Provide **regular, concise and meaningful communications** internally and externally.
3. Strategically manage the incident through **strong leadership.**
4. **Work together as a team** demonstrating the Shire's principles and values to swiftly return operations to normality.
5. Provide the Shire's community, customers and stakeholders with **essential services.**
6. Provide Shire of Koorda staff with a **safe working environment** to support service delivery in a productive manner.
7. Minimise the impact on the Shire's operations and **public image.**
8. Provide assurance to the community that the **Shire's operations and service to residents remain strong and viable.**
9. Ensure that the recovery efforts have the **necessary resources** and support.
10. Set critical milestones and time frames for recovery. **Plan into the future.**
11. Ensure **all actions are documented for investigators.**

3. CHECKLISTS

3.1. EMERGENCY RESPONSE

Before all else, establish the safety and wellbeing of staff, visitors and the community.

Action	Delegated to	Complete
Respond to audible and telecommunication alarms.	Onsite Staff	Date & Time
Evacuate Building if required to do so.	Onsite Staff	Date & Time
Account for and verify staff support, wellbeing and safety.	Onsite Staff	Date & Time
Receive information from relevant sources (Internal, DFES, Police & Witnesses) before handing over to Emergency Services.	EMT	Date & Time
Take appropriate safety precautions.	Onsite Staff	Date & Time
Contact neighbours if applicable. Advise them of the situation.	EMT	Date & Time

3.2. IMMEDIATELY AFTER EMERGENCY

Notify Executive Team & Spokesperson

It is essential that the Executive Team be informed of the incident as quickly as possible.

Have all members of the Executive Team & Spokesperson been informed?	Date & Time Contacted	Deputy
CEO -	Date & Time	Appointed by the Leadership Team in the absence of the CEO.
DEPUTY CEO -	Date & Time	Finance Officer.
WORKS SUPERVISOR -	Date & Time	Leading Hand.
Spokesperson for non-operational communications. PRESIDENT -	Date & Time	Deputy Shire President.

If a Team Member cannot be reached, consider calling their home number or sending someone to notify them.

Evidence

Are there any Witnesses or Photographic and CCTV Evidence?

Log details of all Witnesses, Photographic and CCTV evidence.

Support Specialists

Mobile	Support Specialist Title	TIME
	Finance Officer	Date & Time
	Finance Officer	Date & Time
	Payroll Officer	Date & Time
	Records Officer	Date & Time
	Environmental Health Officer	Date & Time
	Ranger	Date & Time
	IT External Support	Date & Time
	Avon Waste	Date & Time
	LGIS (Insurance)	Date & Time

3.3. EXECUTIVE TEAM INCIDENT LEADER CHECKLIST

Incident Leader - Consider the following actions important		
<p>Convene the Incident Leadership Team to review the situation at the muster point (if applicable), then moving to an <i>'Incident Control Centre'</i> venue in the following order:</p> <ol style="list-style-type: none"> 1. CEO's Office/Council Chambers 2. Recreation Centre 3. Emergency Services Building 4. MS Teams / Zoom, etc <p>Arrange access and teleconferencing facilities at <i>Incident Control Centre</i>.</p> <p>Nominate a scribe to record a log of all decisions, actions and issues.</p> <p>Determine Leadership Team roles and responsibilities.</p>	Delegated to	Date & Time
<p>Before sending anyone home (if applicable), the Executive Management Team will determine Staff roles and responsibilities.</p> <p>(see Support Specialists contact list above)</p> <p>Make Sure: If you're sending staff home, that they are actually capable of getting home and not (for example) in shock or ill and unable to drive. Ask them if a family member or friend can fetch them, or arrange an ambulance.</p> <p>That they are able to contact their families if they need or want to.</p> <p>Make sure all Staff understand:</p> <ol style="list-style-type: none"> Where they should go. What they should do and how they should do it. Shire Social Media & Communication Policy. (not to talk to the Press, or post anything on Facebook, or alert Friends). If an Employee is approached for a comment, they should refer the media body to you as the Incident Leader. The options available for them. Reporting arrangements. 	Delegated to	Date & Time

<p>6. That their jobs are safe, if applicable, or the options available to them.</p> <p>7. When they should come back to work.</p> <p>8. When the next communication can be expected and how it will be communicated.</p> <ul style="list-style-type: none"> Remember to contact and instruct staff not affected by the incident, currently on site, on leave or located elsewhere. A main point of contact should be nominated and provided to all staff should they need to communicate. This should be a different person to that making the staff contacts. 		
<p>Start recording an assessment of the situation: This is what we know (& who is impacted):</p> <p>This is what we don't know:</p> <p>This is what we need you to know:</p> <p>This is what we're going to do:</p> <p>A more detailed assessment checklist can be found on the pages below.</p>	Delegated to	Date & Time
<p>What is your desired realistic outcome? Determine objectives: Objective 1:</p> <p>Objective 2:</p>	Delegated to	Date & Time
<p>Depending on the nature of the incident, consider:</p> <ul style="list-style-type: none"> Contacting other Local Government's who've experienced a similar incident and requesting assistance by sharing their incident recovery experiences with you. Requesting assistance from relevant contractors or stakeholders. Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. Clearing backlogs. Leadership and staff rotation/rostering. 	Delegated to	Date & Time
<p>Secure involvement of staff from support areas with expertise relevant to the incident (HR, IT, Works, etc) (see Support Specialists contact list above)</p>	Delegated to	Date & Time
<p>If moving staff to a new work facility set up a minimum of three workstations and a printer for completion of time-sensitive activities such as Communication, Payroll, and Customer Services. (see Time-Critical activity list)</p>	Delegated to	Date & Time
<p>Determine employee support & wellbeing requirements (see section 4.1 for a checklist)</p>	Delegated to	Date & Time

Contact all relevant Stakeholders who need to be informed about the incident or will be affected by the incident, including local businesses, schools & community leaders where appropriate. (see Key Contacts checklist)	Delegated to	Date & Time
Consider nominating a trusted administrator to assist you to work through the checklists and act in an advisory capacity (as a right-hand person)	Delegated to	Date & Time
Obtain details of any witnesses, photographic or CCTV evidence (see evidence log)	Delegated to	Date & Time
Arrange Stakeholder and staff communications. (email, text messaging, MS Teams, Zoom, WhatsApp, social media, white board, bulletin board) (see Appendix 1 - Communications Guidelines)	Delegated to	Date & Time
Contact any relevant contractors to confirm if they have been affected by the incident. (see Key Contacts checklist)	Delegated to	Date & Time
Arrange legal or expert advice if required.	Delegated to	Date & Time
Notify neighbours. (if applicable)	Delegated to	Date & Time
Notify insurer and seek advice.	Delegated to	Date & Time
Contact local business, school & community leaders where appropriate.	Delegated to	Date & Time
Remind staff to photograph all evidence prior to initiating urgent repairs. (for insurance purposes)	Delegated to	Date & Time
Ensure emergency funds are available if required.	Delegated to	Date & Time
Arrange for phones to be diverted and set up a temporary reception area.	Delegated to	Date & Time
Agree future locations of your Incident Control Centre and future meeting times for convening the Incident Leadership Team .	Delegated to	Date & Time
Assess and Prioritise: 4.1. Employee's support and wellbeing requirements 4.2. Time-critical business functions 4.3. Other considerations 4.4. Upcoming activities and events 4.5. Key contacts	See " Assess " below	
See "Incident Response Plans" on following pages for more specific information relating to: 5.1. Loss of Administration Building 5.2. Loss of Depot Building 5.3. Complete IT Hardware Failure	See " Incident Response Plans " below	
See "Scenario-Specific" checklists on following pages for more specific information relating to: 6.1. Loss of (or access to) Buildings/ Infrastructure/ Equipment 6.2. Loss of People 6.3. Loss of IT, Data or Communications 6.4. Loss of Key Suppliers (e.g. Utilities)	See " Scenario-Specific/ React " below	

4. ASSESS

4.1. EMPLOYEE'S SUPPORT AND WELLBEING REQUIREMENTS

Determine employee's support & wellbeing requirements	Delegated to	Complete
Set up a main contact point for staff should they need to communicate.	Delegated to	Date & Time
Monitor employee's medical & stress factors. Consider support options for staff who are ill, are fearful or anxious about the risks, or fail to show up to work due to safety concerns, caring for sick family members or due to travel restrictions.		
Identify space to segregate/isolate teams or individuals if necessary.	Delegated to	Date & Time
Be mindful of any potential bullying or harassment of any particular demographic.		
See "Loss of People" for additional information.		
Engage external Employee Assistance Program (EAP) (See Key Contacts)	Delegated to	Date & Time
Consider employee's family responsibilities (e.g. children). Allow them to contact their family if they want to or need to.	Delegated to	Date & Time
If required, assist employees who may have increased medical requirements such as; those who may be pregnant, recently undergone and operation, disabled or frail.	Delegated to	Date & Time
Consider flexible working arrangements such as shifts, additional breaks or fewer hours per day or week.	Delegated to	Date & Time
Set up a roster system and/or additional resources to manage workload.	Delegated to	Date & Time
Contact family or next of kin only with assistance from EAP or Police.	Delegated to	Date & Time
Organise refreshments, catering and toilet facilities (if required).	Delegated to	Date & Time
Organise suitable transport arrangements for employees (if required).	Delegated to	Date & Time
Organise temporary accommodation (if required).	Delegated to	Date & Time
Ensure regular updates to staff and allocated responsibilities for updates (Email, Text, Zoom, WhatsApp, Social Media, White Boards, Bulletin Board, Other)	Delegated to	Date & Time
During recovery and returning to work, consider that staff may need time to heal or adjust to changes.	Delegated to	Date & Time
Arrange OSH assessments for any changes in working arrangements or deployment.	Delegated to	Date & Time

<p>Before sending anyone home (if applicable), the Executive Management Team will determine Staff roles and responsibilities.</p> <p>(see Support Specialists contact list above)</p> <p>Make Sure: If you're sending staff home, that they are actually capable of getting home and not (for example) in shock or ill and unable to drive. Ask them if a family member or friend can fetch them, or arrange an ambulance.</p> <p>That they are able to contact their families if they need or want to.</p> <p>Make sure all Staff understand:</p> <ol style="list-style-type: none"> 1. Where they should go. 2. What they should do and how they should do it. 3. Shire Social Media & Communication Policy. (not to talk to the Press, or post anything on Facebook, or alert Friends). If an Employee is approached for a comment, they should refer the media body to you as the Incident Leader. 4. The options available for them. 5. Reporting arrangements. 6. That their jobs are safe, if applicable, or the options available to them. 7. When they should come back to work. 8. When the next communication can be expected and how it will be communicated. <ul style="list-style-type: none"> • Remember to contact and instruct staff not affected by the incident, currently on site, on leave or located elsewhere. • A main point of contact should be nominated and provided to all staff should they need to communicate. This should be a different person to that making the staff contacts. 	<p>Delegated to</p>	<p>Date & Time</p>
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4.2. TIME-CRITICAL BUSINESS FUNCTIONS

Time-Critical business activities according to priority

Priority	Priority	Business Unit	Remote	Guidelines
1	Communications	CEO	Yes	Internal and external communication updates to staff, elected members, stakeholders and community, media liaison & official media releases, website, social media, etc.
1	Customer service	DCEO	Yes	Redirect main office numbers, manage customer appointments, support the community.
1	Contract management	EMT	Yes	Contractors includes any external business engaged to complete works for the Shire. Includes construction projects.
1	Accident investigation and incident reporting	CEO	Yes	Affected party to complete incident reporting forms, safety representative to be nominated for investigation.
1	Urgent Environmental Health assessments and approvals	Works	No	Respond and assess urgent requests such as asbestos, food poisoning, contamination, pests, diseases, applications, etc.
1	Reactive facilities maintenance	Works	No	Urgent facility repairs, reactive maintenance to be prioritised (make safe). Includes cleaning services.
1	Information technology	ICT	Yes	Providers are Wallis Computer Solutions, operating systems, core business applications, security, desktop and mobile devices, hardware and software, etc. Important systems include Synergy, Altus, MS Office.
1	Reactive parks and reserves requests	Works	No	Urgent park and reserve repairs, reactive maintenance to be prioritised (make safe).
1	Reactive road and drainage requests	Works	No	Urgent road and drainage repairs, reactive maintenance to be prioritised (make safe). Approve, manage or supply traffic management.
1	Payroll	EMT/Payroll	Yes	1 Payroll coordinator, payment authorisation.
1	Ranger	DCEO/Ranger	No	Urgent Ranger related requests such as Local Law enforcement, animal control, Emergency Management, Police support, bushfire control etc.

1	Engineering assessments	Works	No	Undertake site inspections of Shire assets and provide technical assessment of damaged assets for remediation.
1	Waste collection services	Works	No	Manage waste contractor for Waste Collection. Household waste to be prioritised for collection.
1	Bushfire response	CEO, Works and Bushfire Brigade Volunteers	No	Manage and respond to request for fire fighting assistance. Applicable where Shire is PCBU, (fire is not DFES controlled). Bushfire brigade responses must be compliant with WHS legislation.
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	DCEO/Finance	Yes	1 x Accounts Payable, payment authorisation x 2. Liaise with insurers for inquiries and claims.
2	Cemetery and interment	Works	No	Dig grave for burials.
2	Cemetery and interment	DCEO	No	Burials, burial register & liaison with Funeral Directors.
2	Funding submissions	CEO	Yes	Grants.
2	Record keeping, registration & distribution of mail, FOI & retrieval and distribution of archives	DCEO	No	If these facilities are unavailable, outsource to Australia Post.
2	Stock Management	Works	Yes	Order and manage logistics of key stock supply such as petrol, cleaning supplies etc.
2	Special Council meetings	CEO	Yes	Governance & Council – includes statutory decisions, compliance, LG Act, Local Laws, authorisations, etc.
3	Building approvals (including archive plan searches, customer service & lodging of applications)	CEO	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)	CEO	Yes	Work requiring site inspections. Monitor legislative requirements.

Time-Critical business activities according to Business Unit

Priority	Priority	Business Unit	Remote	Guidelines
1	Communications	CEO	Yes	Internal and external communication updates to staff, elected members, stakeholders and community, media liaison & official media releases, website, social media, etc.
1	Accident investigation and incident reporting	CEO	Yes	Affected party to complete incident reporting forms, safety representative to be nominated for investigation.
1	Bushfire response	CEO, Works and Bushfire Brigade Volunteers	No	Manage and respond to request for fire fighting assistance. Applicable where Shire is PCBU, (fire is not DFES controlled). Bushfire brigade responses must be compliant with WHS legislation.
2	Funding submissions	CEO	Yes	Grants.
2	Special Council meetings	CEO	Yes	Governance & Council – includes statutory decisions, compliance, LG Act, Local Laws, authorisations, etc.
3	Building approvals (including archive plan searches, customer service & lodging of applications)	CEO	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)	CEO	Yes	Work requiring site inspections. Monitor legislative requirements.
1	Customer service	DCEO	Yes	Redirect main office numbers, manage customer appointments, support the community.
1	Ranger	DCEO/Ranger	No	Urgent Ranger related requests such as Local Law enforcement, animal control, Emergency Management, Police support, bushfire control etc.
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	DCEO/Finance	Yes	1 x Accounts Payable, payment authorisation x 2. Liaise with insurers for inquiries and claims.
2	Cemetery and interment	DCEO	No	Burials, burial register & liaison with Funeral Directors.
2	Record keeping, registration & distribution of mail, FOI & retrieval and distribution of archives	DCEO	No	If these facilities are unavailable, outsource to Australia Post.
1	Payroll	EMT/Payroll	Yes	1 Payroll coordinator, payment authorisation.

1	Contract management	EMT	Yes	Contractors includes any external business engaged to complete works for the Shire. Includes construction projects.
1	Information technology	ICT	Yes	Providers are Wallis Computer Solutions, operating systems, core business applications, security, desktop and mobile devices, hardware and software, etc. Important systems include Synergy, Altus, MS Office.
1	Urgent Environmental Health assessments and approvals	Works	No	Respond and assess urgent requests such as asbestos, food poisoning, contamination, pests, diseases, applications, etc.
1	Reactive facilities maintenance	Works	No	Urgent facility repairs, reactive maintenance to be prioritised (make safe). Includes cleaning services.
1	Reactive parks and reserves requests	Works	No	Urgent park and reserve repairs, reactive maintenance to be prioritised (make safe).
1	Reactive road and drainage requests	Works	No	Urgent road and drainage repairs, reactive maintenance to be prioritised (make safe). Approve, manage or supply traffic management.
1	Engineering assessments	Works	No	Undertake site inspections of Shire assets and provide technical assessment of damaged assets for remediation.
1	Waste collection services	Works	No	Manage waste contractor for Waste Collection. Household waste to be prioritised for collection.
2	Cemetery and interment	Works	No	Dig grave for burials.
2	Stock Management	Works	Yes	Order and manage logistics of key stock supply such as petrol, cleaning supplies etc.

4.3. OTHER CONSIDERATIONS

Other considerations	Priority	Delegated to:
Animals in pound - food & water		
Banking security tokens (x2)		
Bulletin board		
Car mobile charges		
Coffee and tea		
Dog/cat cages		
EFTPOS/Cash		
Emergency Management arrangements (available from other LG's and Synergy/Altus)		
Environmental health sample equipment		
Essential records include: <ul style="list-style-type: none"> • Agreements • Certificates of Title • Contracts • Deeds • Leases • MOUs • Vesting Orders 		
Fuel		
Generator		
Manual timesheets and purchase orders		
Mobile phone chargers		
Office safe		
Pens, paper & stationery		
Signage (roads, etc)		
Vehicles		
White board & markers		

4.4. UPCOMING ACTIVITIES AND EVENTS

Month	Recurring Activity
ALL	Check Compliance Calendar.
ALL	Check Events Calendar.
January	New Years Day and Australia Day Public Holiday
March	Labour Day Public Holiday (WA: first Monday in March)
March/April	Good Friday and Easter Monday Public Holidays
April	ANZAC Day Public Holiday
June	WA Day Public Holiday (typically first Monday in June)
September	Koorda Show
September	Kings's Birthday Public Holiday (typically the last Monday of September)
November	Melbourne Cup Day (held on the first Tuesday of November)
December	Christmas Day and Boxing Day Public Holidays.

4.5. KEY CONTACTS

Contact	Key Contacts/ Organisations/ Contractors to be contacted
9264 4111	Department of Education WA
000	Department of Fire & Emergency Services (DFES)
1800 020 103	Department of Health
6551 8700	Department of Local Government & Communities
1800 354 928	Department of Transport
6364 7000	Department of Water and Environmental Regulation
9219 9000	Dept Biodiversity, Conservation and Attractions
6364 7000	Environmental Protection Authority (EPA)
9684 1742	Koorda Medical Centre
9682 6001	Koorda Primary School
9483 8888	LGIS – Insurance
13 81 38	Main Roads
13 14 44	Police (non-emergency)
000	Police, Fire, Ambulance
9326 2000	Public Transport Authority (PTA)
9631 1202	Shire of Dowerin
9685 1202	Shire of Mt Marshall
9681 1166	Shire of Wyalkatchem
9671 2500	Shire of Wongan-Ballidu
9621 1613 (Non-Emergency)	St John Ambulance - Wyalkatchem/Koorda Sub-Centre
9219 3111 / 1300 306 017	State Administrative Tribunal (SAT)
9427 3111	State Library of Western Australia
9427 3600	State Records Office
13 13 53 / 13 13 51 (Emergency)	Synergy
9621 0700	WA Country Health Service (Wheatbelt)
9213 2000 / info@walga.asn.au	WALGA
6364 6965	Waste Authority WA
13 13 75 (Emergency)	Water Corporation
13 10 87	Western Power
1300 307 877	WorkSafe: 1800 678 198 (24hrs serious incidents)
9692 1500	Wyalkatchem District High School
9692 1222	Wyalkatchem Hospital
9681 1140	Wyalkatchem Medical Centre

5. INCIDENT RESPONSE PLANS

5.1. LOSS OF ADMINISTRATION BUILDING

Types of incidents include fire, flood and earthquake (Refer to Immediate Response Checklist).

TASK 1 - Immediate Response

This task provides the necessary command and control to enable the Shire of Koorda's Incident Response Team to conduct an initial assessment of the disaster and to co-ordinate the Shire's initial response to the disaster.

Incident Response Team

Team Leader: Chief Executive Officer
Team Members: Deputy Chief Executive Officer
Works Supervisor
Finance Officer
Shire President (Media Liaison)

Recovery Procedure

Incident response Team Leader and Deputy CEO to undertake the following steps:

- Ensure site has been evacuated and all personnel are accounted for,
- Secure site and prevent access,
- Contact Emergency Services and Police,
- Identify any injuries and render assistance,
- Engage Incident Response Team,
- Undertake an initial assessment of damage and risks,
- Call Telstra and arrange diversion of phone lines to existing Shire mobiles, and
- Team Leader determined time frame to switch to disaster recovery site.

Recovery Time Objective

Timeframe for this activity is within 24 hours of the incident.

Recovery Location

Primary Site: ES Building
Secondary Site: Recreation Centre

Resource requirements

Mobile Phones
Laptops
Charging devices
Personnel

Other Considerations

1. Secure the affected area as necessary.
2. Restrict access to the building/site.
3. Liaise with Emergency Services and Police.
4. Inform Local Government Insurance Services (LGIS).
5. Inform Elected Members and Employees.
6. Liaise with Shire President to make a press release.
7. Inform Community where possible.

TASK 2 - Commence operations from Disaster Recovery Site

This task provides necessary steps to commence core Shire operations from the Disaster Recovery site and commence the planning for restoration of services in the short and longer term.

Incident Response Team

Team Leader: Chief Executive Officer
Team Members: Deputy Chief Executive Officer
Works Supervisor
Finance Officer
IT Consultants

Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site – **Deputy CEO**
 - Layout workspace utilising tables and chairs from the Memorial Hall
 - Source telephones, establish communications and arrange to have calls directed to mobile telephones.
 - Allocate staff to customer service and disaster recovery assistance.
 - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.
 - Contact Shire's IT supplier, ReadyTech (Synergy/Altus Support), stationery supplier.
 - Recover backup disks from external site.
 - Cancel all forward bookings of the ES Building.
- Assess damage and undertake salvage operations – **CEO & Works Supervisor**
 - Undertake initial assessment of salvageable materials, items and records, etc.
 - Contact staff to remove items to salvage site (ES Building or Recreation Centre)
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Liaise with Shire President to issue a media statement.
 - Co-ordinate meetings of Incident Response team.
 - Authorise all immediate purchasing requirements.
 - Liaise with Shire's insurers.
 - Oversee Assessment and Recovery.

Recovery Time Objective

It is the aim of the Recovery Plan to achieve this task within 72 hours.

Resource Requirements

- Office furniture and stationery.
- Administration staff.
- IT hardware and software.
- Communications (land line and internet)

TASK 3 - Assess damage and prepare medium term Recovery Plans

This task provides the necessary steps to commence planning for medium term operations from the Disaster Recovery Site.

Incident Response Team

Team Leader: Chief Executive Officer
Team Members: Deputy Chief Executive Officer
Works Supervisor
IT Consultants

Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site for full operations in the medium to longer term – **Deputy CEO**
 - Recover data to pre disaster state.
 - Bring all records up to date.
 - Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary.
 - Establish necessary equipment and infrastructure requirements to provide full operations from recovery site including demountable buildings and other office accommodation.
- Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild – **CEO & Works Supervisor**
 - Undertake assessment of building and determine action to fully or partially rebuild and make recommendations to Council.
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Oversee Assessment and Recovery
 - Co-ordinate meetings of Incident Response team.
 - Oversee planning for medium term operation from Disaster Recovery Site (6-12 months)

Recovery Time Objective

4 weeks.

Resource Requirements

- IT Consultants.
- Additional infrastructure as identified.
- Contractors to clean up disaster site.

TASK 4 - Long term Recovery Plan and relocation to permanent Shire Office building

This task provides the necessary steps to finalise planning, rebuilding and recommencement of operation from the permanent Shire office building.

Incident Response Team

Team Leader: Chief Executive Officer
Team Members: Deputy Chief Executive Officer
Works Supervisor
IT Consultants

Recovery Procedure

Undertake the following steps – **CEO**

- Establish working party to:
 - Review operations for location of new premises.
 - Undertake design and tendering processes.
 - Oversee construction of new premises.
 - Oversee commissioning of new premises.
- Present review findings to Council for decision
 - Appoint architect, exterior and interior designers, engineers and other necessary assistance to design, specify and document new premises.
 - Issue tenders, appoint contractor and commence construction.
 - Commission new premises and commence operations from new building.

Recovery Time Objective

From the commencement of this task, 4 weeks after the incident, it is the target to have all Shire functions permanently operating from the rebuilt Shire offices in 12 months.

Resource Requirements

- Planning assistance.
- Consultants/Architects.
- Contractors

5.2. LOSS OF DEPOT BUILDINGS

Types of incidents include fire, flood and earthquake (Refer to Immediate Response Checklist).

TASK 1 - Immediate Response

This task provides the necessary command and control to enable the Shire of Koorda's Incident Response Team to conduct an initial assessment of the disaster and to co-ordinate the Shire's initial response to the disaster.

Incident Response Team

Team Leader: Chief Executive Officer
Team Members: Works Supervisor
Deputy Chief Executive Officer
Works Team Leader
IT Consultant

Recovery Procedure

Incident response Team Leader and Works Supervisor to undertake the following steps:

- Ensure site has been evacuated and all personnel are accounted for,
- Secure site and prevent access,
- Contact Emergency Services and Police,
- Identify any injuries and render assistance,
- Engage Incident Response Team,
- Undertake an initial assessment of damage and risks,
- Call Telstra and arrange diversion of phone lines to existing Shire mobiles, and
- Team Leader determined time frame to switch to disaster recovery site.

Recovery Time Objective

Timeframe for this activity is within 24 hours of being called by the Incident Response Team Leader.

Recovery Location

Primary Site: Shire Depot Site if depot site can be utilised.

Secondary Site: Industrial lots on Price Street.

Resource requirements

Mobile Phones

Personnel

Equipment and Stores

Other Considerations

1. Secure the affected area as necessary.
2. Restrict access to the building/site.
3. Liaise with Emergency Services and Police.
4. Inform Local Government Insurance Services (LGIS).
5. Inform Elected Members and Employees.
6. Liaise with Shire President to make a press release.
7. Inform Community where possible.

TASK 2 - Commence operations from Disaster Recovery Site

This task provides the necessary steps to commence core Shire operations from the Disaster Recovery site and commence the planning for restoration of services in the short and longer term.

Incident Response Team

Team Leader: Chief Executive Officer
Team Members: Works Supervisor
Deputy Chief Executive Officer
Leading Hand

Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site – **Works Supervisor**
 - Establish appropriate temporary depot site on industrial land on Price Street.
 - Administration function to resume from Shire Office.
 - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.
- Assess damage and undertake salvage operations – **Works Supervisor, CEO and Works Leading Hand.**
 - Undertake initial assessment of salvageable materials, items and records, etc.
 - Engage staff to remove items to the Price Street Land near current depot.
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Liaise with Shire President to issue a media statement.
 - Co-ordinate meetings of Incident Response team.
 - Authorise all immediate purchasing requirements.
 - Liaise with Shire's insurers.
 - Oversee Assessment and Recovery.

Recovery Time Objective

It is the aim of the Recovery Plan to achieve this task within 72 hours.

Resource Requirements

- Office furniture and stationery.
- Depot Administration and Works staff.
- IT hardware and software.
- Communications (land line and internet)

TASK 3 - Assess damage and prepare medium term Recovery Plans

This task provides the necessary steps to commence planning for medium term operations from the Disaster Recovery Site.

Incident Response Team

Team Leader: Chief Executive Officer
Team Members: Works Supervisor
Deputy Chief Executive Officer
Leading Hand

Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site for full operations in the medium to longer term – **Works Supervisor and Deputy CEO**
 - Establish appropriate temporary depot site on industrial land on Price Street.
 - Administration function to resume from Shire Office (or alternative site).
 - Contact all necessary persons to inform of incident, expected delays and seek documentation when necessary.
 - Liaise with CEO to establish necessary equipment and infrastructure requirements to provide full operations from recovery site.
- Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild – **Works Supervisor, CEO and Leading Hand.**
 - Undertake assessment of buildings and determine action to fully or partially rebuild and make recommendation to Council.
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Oversee Assessment and Recovery.
 - Co-ordinate meetings of Incident Response team.
 - Oversee planning for medium term operation from Disaster Recovery Site (6-12 months)

Recovery Time Objective

4 weeks.

Resource Requirements

- IT contractors.
- Additional infrastructure as identified.
- Contractors to clean up disaster site.

TASK 4 - Long term Recovery Plan and relocation to permanent Shire Depot building

This task provides the necessary steps to finalise planning, rebuilding and recommencement of operation from the permanent Shire Depot building.

Incident Response Team

Team Leader: Chief Executive Officer
Team Members: Works Supervisor
Deputy Chief Executive Officer

Recovery Procedure

Undertake the following steps – **CEO, Works Supervisor and Deputy CEO**

- Establish working party to:
 - Review operations for location of new premises.
 - Undertake design and tendering processes.
 - Oversee construction of new premises.
 - Oversee commissioning of new premises.
- Present review findings to Council for decision.
- Appoint architects, exterior and interior designers, engineers and other necessary assistance to design, specify and document new premises.
- Issue tenders, appoint contractor and commence construction.
- Commission new premises and commence operations from new buildings.

Recovery Time Objective

From the commencement of this task, 4 weeks after the incident, it is the target to have all Shire functions permanently operating from the rebuilt Shire offices in 12 months.

Resource Requirements

- Planning assistance.
- Consultants/Architects.
- Contractors

5.3. COMPLETE IT HARDWARE FAILURE

This task provides the necessary steps to recover the Shire's IT system as a result of complete failure resulting in replacement of the IT system (Refer to Immediate Response Checklist).

Incident Response Team

Team Leader: Chief Executive Officer
Team Members: Deputy Chief Executive Officer
Finance Officer
IT Consultants

Recovery Procedure

Undertake the following steps:

- Assess severity of outage through the Shire's IT provider and determine likely outage time.
- Seek quotations and place order for replacement components.
- Contact Shire's insurers and Police if necessary.
- Inform Council community and business contacts (ie; banks, creditors and contractors) of potential delays in providing services.
- Set up and install new hardware/install all software and restore from backups.
- Reconcile and rebuild all data.

Recovery Time Objective

2 weeks.

Resource requirements

IT suppliers (hardware/software, Synergy Soft, Department of Transport etc.)

6. SCENERIO-SPECIFIC CHECKLISTS

6.1. LOSS OF (OR ACCESS TO) BUILDINGS / INFRASTRUCTURE / EQUIPMENT

Tasks: Loss of (or access to) buildings / infrastructure / equipment		
<p>If relocation is necessary, consider:</p> <p>Alternative Locations:</p> <ul style="list-style-type: none"> • Recreation Centre • Depot • Town Hall • Emergency Services Building • Work from home • Portable site offices <p>Set up a minimum of three workstations and printer in the new facility.</p> <p>Storage Locations: Physical stock or equipment: Council Reserves, vacant land, Depot, Contractors, Local businesses.</p>		Date & Time
<p>Notify current users of the alternative location of your intention to occupy the building.</p>		
<p>Depending on the nature of the incident, consider:</p> <ul style="list-style-type: none"> • Requesting assistance from contractors or stakeholders • Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. • Clearing backlogs • Leadership and staff rotation/rostering 		Date & Time
<p>Consider how workstations and communications for staff relocating to other sites will be established and allocated.</p>	Delegated to	Date & Time
<p>Staff travel arrangements to other sites.</p>		
<p>Consider how staff working in shifts will be established and allocated (eg; work two shifts of 5 hours rather than one shift of 8 hours).</p>		Date & Time
<p>How workstations and communications for staff working from home will be organised. Note: staff working from home should be housed at the office 2 days per week where possible.</p>	Delegated to	Date & Time
<p>Consider other support areas to assist with relocation.</p>	Delegated to	Date & Time
<p>Familiarise staff with new arrangements and determine communication protocols.</p>	Delegated to	Date & Time
<p>Arrange security access controls for the affected building/s.</p>	Delegated to	Date & Time
<p>Arrange security access controls for the new building/s.</p>	Delegated to	Date & Time
<p>Manage any new OHS/Support and wellbeing issues that may arise either</p> <ul style="list-style-type: none"> • During relocation, • At the new building/s, or • With the use of new equipment. 	Delegated to	Date & Time
<p>Notify stakeholders of amended working arrangements.</p>	Delegated to	Date & Time

Create a Communications Plan for Councillors, Media, Regulators, other stakeholders and Staff as required. (Template: Appendix 1 - Communications Guidelines)	Delegated to	Date & Time
Redirect: Emails, phones, couriers, etc	Delegated to	Date & Time
Identify necessary people and equipment requirements to maintain Time-Critical Activities.	Delegated to	Date & Time
If possible, begin salvage or restoration activities.	Delegated to	Date & Time
Other:	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
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	Delegated to	Date & Time

6.2. LOSS OF PEOPLE

Tasks: Loss of People		
Determine: The number of staff away, affected service areas and expected return dates. Record and track staff absences.	Delegated to	Date & Time
Ensure the safety and wellbeing of remaining staff.	Delegated to	Date & Time
Identify Time-Critical deliverables due today and for the next 5 days.	Delegated to	Date & Time
Determine the minimum number of staff required to continue operations and identify critical servicing and staffing gaps. Identify staff to be re-deployed from other areas.	Delegated to	Date & Time
Consider how staff working in shifts will be established and allocated (eg; work two shifts of 5 hours rather than one shift of 8 hours)	Delegated to	Date & Time
Ensure appropriate inductions, training and supervision to be in place for any replacement staff.	Delegated to	Date & Time
Ensure risk assessments in regard to any potential safety issues.	Delegated to	Date & Time
Discuss changes with personnel and engage specialist Industrial Relations assistance.	Delegated to	Date & Time
Arrange any required medical assistance.	Delegated to	Date & Time
Cease all non-critical activities where appropriate.	Delegated to	Date & Time
In consultation with Payroll, notify/escalate to Health Department or Worksafe etc.	Delegated to	Date & Time
Can temporary competent replacements be arranged from: <ul style="list-style-type: none"> • Other Local Governments • Casuals/increase part-time hours • Volunteers, Community Members, Prisoners etc • Existing contractors • Recruitment agencies for Labour Hire (eg; WALGA, LOGO) • State Government Agencies • Retired or former employees 	Delegated to	Date & Time
Depending on the nature of the incident, consider : <ul style="list-style-type: none"> • Requesting assistance from contractors or stakeholders • Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. • Clearing backlogs • Leadership and staff rotation/rostering 	Delegated to	Date & Time
Create a Communications Plan for Councillors, Media, Regulators, other stakeholders and Staff as required. (Template: Appendix 1 - Communications Guidelines)	Delegated to	Date & Time
Notify Stakeholders of amended working arrangements.	Delegated to	Date & Time
Organise any required Employee Assistance including counselling to assist with personnel returning to work.	Delegated to	Date & Time

Develop and distribute return-to-work guidance to staff.	Delegated to	Date & Time
Conduct regular Fitness for Work Assessments.	Delegated to	Date & Time
Establish a method to provide financial advice to staff who have been financially impacted.	Delegated to	Date & Time
Other:	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
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	Delegated to	Date & Time
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	Delegated to	Date & Time

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6.3. LOSS OF IT, DATA OR COMMUNICATIONS

Tasks: Loss of IT or Communications		
Contact IT Contractor / Support / or LGIS Cyber Insurer Incident Response Hotline 1800 027 428 ** See response process below		
Determine potential cause/s Clarify the extent of the outage Clarify the extent of any data loss Determine restoration target timeframes	Delegated to	Date & Time
Determine whether there is a need for any other staff to assist IT.	Delegated to	Date & Time
Detail a strategy and resources for recovery, including assistance from external contractors, cyber insurer and IT specialists. Communications and employee contact details are on Definitiv.	Delegated to	Date & Time
Consider: Deliverables due today and for the next 5 days, 10 days, 1 month, etc. Consider how workstations and communications for staff relocating to other sites or working from home will be established and allocated. Staff travel arrangements to other sites. Manual procedures or workarounds. Other productive activities not requiring IT or communications infrastructure.	Delegated to	Date & Time
Detail a strategy to resources for recovery, including assistance from neighbouring local governments, responders, external contractors, suppliers, insurers and specialists.	Delegated to	Date & Time
Invoke the IT Disaster Recovery Plan	Delegated to	Date & Time
If there has been a partial loss of IT or Communications, consider how staff working in shifts will be established and allocated (eg; work two shifts of 5 hours rather than one shift of 8 hours)	Delegated to	Date & Time
Notify Stakeholders of amended working arrangements.	Delegated to	Date & Time
Create a Communications Plan for Councillors, Media, Regulators, other stakeholders and Staff as required. (Template: Appendix 1 - Communications Guidelines)	Delegated to	Date & Time
Ensure ongoing interaction with appropriate IT Incident Management for regular updates and feedback.	Delegated to	Date & Time
Ensure protocols for regular update and feedback.	Delegated to	Date & Time
Consider support and wellbeing requirements of IT.	Delegated to	Date & Time
Other:	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time

Shire of Koorda
Business Continuity & Disaster Recovery Plan

	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
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6.4. LOSS OF KEY SUPPLIERS (e.g. UTILITIES)

Tasks: Loss of Supplier		
<p>Contact the Supplier (where possible) and determine:</p> <p>The nature and extent of the incident. Have operations ceased entirely, or is it limited? Supply of any goods currently in transit. Whether the supplier has stock on hand that you can collect. Communication updates from the supplier if possible. Assign someone to monitor and communicate with the supplier.</p>	Delegated to	Date & Time
<p>Restoration timeframes and clearance of backlogs (if applicable).</p>	Delegated to	Date & Time
<p>Consider:</p> <ul style="list-style-type: none"> • Time-Critical activities that rely on this supplier. Can these be prioritised immediately? • Length of time before these activities are impacted. • Alternative suppliers? Contact them immediately. • Procurement Requirements - Purchasing Policy. • Alternative procedures. 	Delegated to	Date & Time
<p>Determine if there are any legal, health and safety, reputation or financial implications.</p>	Delegated to	Date & Time
<p>Depending on the nature of the incident, consider:</p> <ul style="list-style-type: none"> • Requesting assistance from contractors or stakeholders. • Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. • Clearing backlogs. • Leadership and staff rotation/rostering. 	Delegated to	Date & Time
<p>Notify stakeholders of amended working arrangements.</p>	Delegated to	Date & Time
<p>Create a Communications Plan for Councillors, Media, Regulators, other stakeholders and Staff as required. (Template: Appendix 1 - Communications Guidelines)</p>	Delegated to	Date & Time
<p>Place additional orders to make up any low supply quantities.</p>	Delegated to	Date & Time
<p>Other:</p>	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time

7. MANAGE

The following is a basic standing agenda for each regular meeting. Incident-specific information should also be included where relevant.

Tasks		
Arrange responsibilities for tasks and determine target completion times.		
Record all decisions, actions and issues.	Delegated to	Date & Time
Monitor ongoing staff support and wellbeing requirements.	Delegated to	Date & Time
Considerations to be discussed and actioned accordingly:	Delegated to	Date & Time
• Review effectiveness of recovery actions to date.	Delegated to	Date & Time
• Discuss any emerging issues or new information.	Delegated to	Date & Time
• Reassess resource requirements and capabilities for the following weeks and months.	Delegated to	Date & Time
• Review all working arrangements for affected areas.	Delegated to	Date & Time
• Review all Time-Critical business activities.	Delegated to	Date & Time
• Review existing/current workload and any backlogs.	Delegated to	Date & Time
• Review all deferred activities and arrange resumption where possible.	Delegated to	Date & Time
• Assess any insurance implications.	Delegated to	Date & Time
• Set next meeting and venue.	Delegated to	Date & Time
Identify and notify Key Contacts of any amended working arrangements.	Delegated to	Date & Time
Provide feedback, information, copies of communications and copies of logs to Admin Support to ensure that an appropriate record of the incident is maintained.	Delegated to	Date & Time
Provide updates to staff and consider welfare provisions for impacted individuals.	Delegated to	Date & Time
Release external communications if deemed appropriate.	Delegated to	Date & Time
Conduct site visits if deemed appropriate and safe.	Delegated to	Date & Time
Ensure all relevant stakeholders continue to be kept informed.	Delegated to	Date & Time
Continue to monitor Incident and issue instructions as appropriate.	Delegated to	Date & Time
Review status of Incident and scale down recovery as situation dictates.	Delegated to	Date & Time
Implement staff rotation/rostering.	Delegated to	Date & Time
Other:	Delegated to	Date & Time

8. RECOVER

Tasks		
Contact other Local Governments who've experienced a similar incident and request assistance by sharing their post-incident recovery experiences with you.		
Arrange responsibilities for tasks and determine target completion times.		
Record all decisions, actions and issues.	Delegated to	Date & Time
Monitor ongoing staff support and wellbeing requirements.	Delegated to	Date & Time
For review and agreement:	Delegated to	Date & Time
<ul style="list-style-type: none"> Completed action items 	Delegated to	Date & Time
<ul style="list-style-type: none"> Recovery objectives. 	Delegated to	Date & Time
<ul style="list-style-type: none"> Plans are in place to deal with any backlogs. 	Delegated to	Date & Time
<ul style="list-style-type: none"> Communication to staff to recognise efforts. 	Delegated to	Date & Time
<ul style="list-style-type: none"> Target date for completion of post incident review. 	Delegated to	Date & Time
Provide copies of logs and decisions to Admin Officer for collation.	Delegated to	Date & Time
Undertake <u>post-incident review/debrief</u>, including: <ul style="list-style-type: none"> Communication within and between Incident Leadership Team and Support areas. Effectiveness of communications with affected areas and stakeholders. Cost recovery arrangements and insurance offsets. Effectiveness of recovery strategies. Advice to external and internal customers. Media arrangements. Impact of Incident on Shire's reputation. Timeframes for tasks and achievement of targets. Impact on workflows of affected and interdependent areas. Special staffing arrangements and acknowledgement of contributions. IT system performance and recovery arrangements. 	Delegated to	Date & Time
Present findings for review.	Delegated to	Date & Time
Celebrate achievements and anniversary of incident (if appropriate).	Delegated to	Date & Time

9. REVIEW AND MAINTAIN

It is critical that this plan is regularly reviewed to ensure that it remains relevant, accurate and useful. The Executive Management Team is responsible for reviewing and maintaining the plan including annual updating of all the contact and insurance lists. This maintenance is a key factor in the successful implementation of the plan during an emergency.

The plan should use staff titles rather than names and any organisational structure changes must be reviewed with the plan.

After an event it is important to assess the performance of the plan, highlighting what was handled well and what could be improved upon next time.

Each workplace fire warden will develop an evacuation process which will be laminated and displayed clearly for staff and visitors to access.

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APPENDIX 1 - COMMUNICATIONS GUIDELINES

Sample Communications Template

This is what we know (& this is who is impacted):

This is what we don't know:

This is what we are doing:

This is what we want you to do:

Press Release Example:

On (insert day and date) at approximately (insert time) the Shire of Koorda experienced a business interruption event (describe event • this is what we know, • this is what we don't know, etc, as above). See 'Notification Chart' below for likely questions from stakeholders and 'Message Mapping' below for a template.

Note: ONLY an authorised spokesperson may speak to the media.

Communications Team Responsibilities

Primary	Deputy	Role/Responsibility
CEO	Deputy CEO	<ul style="list-style-type: none"> Works with Management Team/Council, to issue statements to the media. Serves as lead representative at press conferences with assistance as required. Approves all publicly disseminated information. Identifies spokesperson if required.
		<ul style="list-style-type: none"> Works in close liaison with the spokesperson to ensure message accuracy and delivery. Assists with media relations.
		<ul style="list-style-type: none"> Provides legal advice on communications strategies. Provides legal advice on messaging to victim(s), family members, media, etc. Approves messages before release.

Verify the Incident

WHAT happened? WHAT is impacted?	
WHERE did it happen?	
WHEN did it happen?	
WHO is involved? WHO is impacted?	
HOW did it happen?	
WHY did it happen?	
WHAT is currently being completed?	
NOTE: When collecting information, it is important to consider the following:	

- Have all the facts been obtained (to the best of your knowledge)? ___
- What other information is needed?
- Have the details of the situation been confirmed?
- Are the information sources credible?
- Is the information consistent from several sources?
- Other?

Notification Chart		
Stakeholder	Organisational context	Likely Questions
Employees	<ul style="list-style-type: none"> • Organisational impact of event • Continuing operational capability • Alternative work arrangements 	<ul style="list-style-type: none"> ➤ What has happened and why? ➤ What will happen in the immediate future? ➤ Where is assistance available? ➤ Where should we go? ➤ What should we do? ➤ How do we do it? ➤ What are we allowed to say? ➤ Will I get paid? ➤ Is my job safe? ➤ When do I come back to work?
Family/ Next of kin	<p>Immediately</p> <ul style="list-style-type: none"> • The extent of the event. • Names of individuals involved and injuries. • Access to counselling services. 	<ul style="list-style-type: none"> ➤ What has happened? ➤ Who are the staff members involved and are they safe? ➤ What do we do now? Or later? ➤ How could it happen? ➤ Who is responsible?
Board/ Council/ Committee	<ul style="list-style-type: none"> • Impact on local Communities/ Customers. • Timeline to normal capability and capacity. 	<ul style="list-style-type: none"> ➤ What has happened and why? ➤ What is being done to fix it? ➤ What are the impacts on local communities/ customers and how are these being managed? ➤ When will normal capability and capacity be restored?
Auditors/ Shareholders	<ul style="list-style-type: none"> • The nature of the event. • Immediate impacts on operational capacity. • Expected recovery performance. 	<ul style="list-style-type: none"> ➤ Immediate impacts on sales, profits, cash flow? ➤ Financial and brand/image impacts, short term viability etc? ➤ Longer term impacts on organisation? ➤ Asset valuation changes? ➤ What is being done to prevent it from happening again?
Local Community	<p>Immediately</p> <ul style="list-style-type: none"> • That an event has occurred. 	<ul style="list-style-type: none"> ➤ What has happened? ➤ Is it safe? ➤ Could it happen again? ➤ What is being done to ensure that it does not happen again?

Notification Chart

Stakeholder	Organisational context	Likely Questions
Customers	<ul style="list-style-type: none"> • That an event has occurred. • Impact on service/product delivery. • Alternate delivery arrangements. 	<ul style="list-style-type: none"> ➤ What is the impact on product/service quality? ➤ How will delivery be affected? ➤ How will contractual conditions be affected? ➤ Will the organisation be able to continue? ➤ What compensation will be made available? ➤ What other alternate sources of product/service exists? ➤ What is the customer's relative priority/importance to the organisation?
Suppliers	<ul style="list-style-type: none"> • That an event has occurred. • Changes in supply requirements. • Alternate arrangements for receipt of supplies. • Alternate arrangements for accounts payable. 	<ul style="list-style-type: none"> ➤ Will my bills be paid? ➤ Changes to supply requirements? ➤ How long will inventory be required to be held for? ➤ Capacity for changed pricing? ➤ Likely duration of supply changes? ➤ Compensation available for contractual conditions?
Regulators	<ul style="list-style-type: none"> • That the event has occurred and how. • How it will be fixed. • How it will be prevented from happening again. 	<ul style="list-style-type: none"> ➤ What has happened? ➤ How did it happen? ➤ What is being done to fix it? ➤ What is being done to prevent it happening again? ➤ What is the compliance/ capability/ performance of other related areas? ➤ Are all relevant rules and regulations being adhered to?
Media	<ul style="list-style-type: none"> • That an event has occurred/ • Factual. Only what is known, No assumptions. • What measures are being put in place. 	<ul style="list-style-type: none"> ➤ What has happened and how? ➤ Who is responsible? ➤ Can it happen again? ➤ What similar events have happened previously?

APPENDIX 2 - EVENT LOG

The Event Log is to be used to record information, decisions and actions in the period immediately following the critical event or incident.

Date	Time	Information/ Decisions/ Actions	Initials

SHIRE OF KOORDA

MONTHLY FINANCIAL REPORT

(Containing the required statement of financial activity and statement of financial position)

For the period ended 29 February 2024

LOCAL GOVERNMENT ACT 1995

LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

TABLE OF CONTENTS

Statements required by regulation

Statement of Financial Activity	2
Statement of Financial Position	3
Note 1 Basis of Preparation	4
Note 2 Statement of Financial Activity Information	5
Note 3 Explanation of Material Variances	6

SHIRE OF KOORDA
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2024

	Supplementary Information	Adopted Budget Estimates (a) \$	YTD Budget Estimates (b) \$	YTD Actual (c) \$	Variance* \$ (c) - (b)	Variance* % ((c) - (b))/(b)	Var.
OPERATING ACTIVITIES							
Revenue from operating activities							
General rates	10	1,197,723	1,225,178	1,207,872	(17,306)	(1.41%)	
Rates excluding general rates		27,454	0	30,199	30,199	0.00%	
Grants, subsidies and contributions	12	241,676	226,780	304,826	78,046	34.41%	▲
Fees and charges		589,827	460,491	441,434	(19,057)	(4.14%)	
Interest revenue		226,000	113,600	178,646	65,046	57.26%	▲
Other revenue		22,500	16,078	32,302	16,224	100.91%	▲
Profit on asset disposals	6	163,000	163,000	22,719	(140,281)	(86.06%)	▼
Fair value adjustments to financial assets at fair value through profit or loss		0	0	1,261	1,261	0.00%	
		2,468,180	2,205,127	2,219,259	14,132	0.64%	
Expenditure from operating activities							
Employee costs		(1,357,222)	(824,637)	(728,227)	96,410	11.69%	▲
Materials and contracts		(1,134,828)	(732,665)	(977,204)	(244,539)	(33.38%)	▼
Utility charges		(229,950)	(153,248)	(135,665)	17,583	11.47%	▲
Depreciation		(1,864,650)	(1,243,032)	(1,571,593)	(328,561)	(26.43%)	▼
Insurance		(194,927)	(175,892)	(200,516)	(24,624)	(14.00%)	▼
Other expenditure		(73,530)	(44,680)	(30,642)	14,038	31.42%	▲
Loss on asset disposals	6	(9,000)	(9,000)	(1,305)	7,695	85.50%	
		(4,864,107)	(3,183,154)	(3,645,152)	(461,998)	(14.51%)	
Non-cash amounts excluded from operating activities	Note 2(b)	1,718,177	1,089,032	1,554,126	465,094	42.71%	▲
Amount attributable to operating activities		(677,750)	111,005	128,233	17,228	15.52%	
INVESTING ACTIVITIES							
Inflows from investing activities							
Proceeds from capital grants, subsidies and contributions	13	1,163,751	1,395,404	1,057,940	(337,464)	(24.18%)	▼
Proceeds from disposal of assets	6	370,000	155,000	144,090	(10,910)	(7.04%)	
		1,533,751	1,550,404	1,202,030	(348,374)	(22.47%)	
Outflows from investing activities							
Payments for property, plant and equipment	5	(2,122,635)	(1,474,000)	(1,405,359)	68,641	4.66%	
Payments for construction of infrastructure	5	(2,377,000)	(1,135,200)	(1,064,113)	71,087	6.26%	
		(4,499,635)	(2,609,200)	(2,469,472)	139,728	5.36%	
Amount attributable to investing activities		(2,965,884)	(1,058,796)	(1,267,442)	(208,646)	(19.71%)	
FINANCING ACTIVITIES							
Inflows from financing activities							
Transfer from reserves	4	2,054,805	0	0	0	0.00%	
		2,054,805	0	0	0	0.00%	
Outflows from financing activities							
Transfer to reserves	4	(220,000)	0	(152,240)	(152,240)	0.00%	
		(220,000)	0	(152,240)	(152,240)	0.00%	
Amount attributable to financing activities		1,834,805	0	(152,240)	(152,240)	0.00%	
MOVEMENT IN SURPLUS OR DEFICIT							
Surplus or deficit at the start of the financial year		1,808,829	1,808,829	2,008,589	199,760	11.04%	▲
Amount attributable to operating activities		(677,750)	111,005	128,233	17,228	15.52%	▲
Amount attributable to investing activities		(2,965,884)	(1,058,796)	(1,267,442)	(208,646)	(19.71%)	▼
Amount attributable to financing activities		1,834,805	0	(152,240)	(152,240)	0.00%	
Surplus or deficit after imposition of general rates		0	861,038	717,141	(143,897)	(16.71%)	▼

KEY INFORMATION

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

* Refer to Note 3 for an explanation of the reasons for the variance.

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

SHIRE OF KOORDA
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 29 FEBRUARY 2024

	Supplementary Information	30 June 2023	29 February 2024
		\$	\$
CURRENT ASSETS			
Cash and cash equivalents	3	2,785,894	983,222
Trade and other receivables		100,162	157,493
Other financial assets		6,024,334	6,176,574
Inventories	8	23,568	41,702
TOTAL CURRENT ASSETS		8,933,958	7,358,991
NON-CURRENT ASSETS			
Trade and other receivables		15,156	15,156
Other financial assets		61,117	62,378
Property, plant and equipment		13,666,862	14,588,610
Infrastructure		92,645,552	92,499,007
TOTAL NON-CURRENT ASSETS		106,388,687	107,165,151
TOTAL ASSETS		115,322,645	114,524,142
CURRENT LIABILITIES			
Trade and other payables	9	379,611	104,060
Other liabilities	11	423,185	268,185
Employee related provisions	11	304,342	304,342
TOTAL CURRENT LIABILITIES		1,107,138	676,587
NON-CURRENT LIABILITIES			
Employee related provisions		37,645	37,645
Other provisions		553,337	553,337
TOTAL NON-CURRENT LIABILITIES		590,982	590,982
TOTAL LIABILITIES		1,698,120	1,267,569
NET ASSETS		113,624,525	113,256,573
EQUITY			
Retained surplus		53,351,557	52,831,364
Reserve accounts	4	6,024,334	6,176,574
Revaluation surplus		54,248,635	54,248,635
TOTAL EQUITY		113,624,525	113,256,573

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

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2024**

1 BASIS OF PREPARATION AND SIGNIFICANT ACCOUNTING POLICIES

BASIS OF PREPARATION

This prescribed financial report has been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996*, prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

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

Local Government (Financial Management) Regulations 1996, regulation 34 prescribes contents of the financial report. Supporting information does not form part of the financial report.

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

THE LOCAL GOVERNMENT REPORTING ENTITY

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

All monies held in the Trust Fund are excluded from the financial statements.

Judgements and estimates

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

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

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

- estimated fair value of certain financial assets
- impairment of financial assets
- estimation of fair values of land and buildings, infrastructure and investment property
- estimation uncertainties made in relation to lease accounting
- estimated useful life of intangible assets

SIGNIFICANT ACCOUNTING POLICES

Significant accounting policies utilised in the preparation of these statements are as described within the 2023-24 Annual Budget. Please refer to the adopted budget document for details of these policies.

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 29 February 2024

SHIRE OF KOORDA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2024

2 STATEMENT OF FINANCIAL ACTIVITY INFORMATION

(a) Net current assets used in the Statement of Financial Activity	Supplementary Information	Adopted Budget	Last Year	Year to Date
		Opening 30 June 2023	Closing 30 June 2023	29 February 2024
Current assets		\$	\$	\$
Cash and cash equivalents	3	2,784,354	2,785,894	983,222
Trade and other receivables		125,265	100,162	157,493
Other financial assets		6,024,334	6,024,334	6,176,574
Inventories	8	51,949	23,568	41,702
		8,985,902	8,933,958	7,358,991
Less: current liabilities				
Trade and other payables	9	(673,743)	(379,611)	(104,060)
Other liabilities	11	(439,707)	(423,185)	(268,185)
Employee related provisions	11	(245,392)	(304,342)	(304,342)
		(1,358,842)	(1,107,138)	(676,587)
Net current assets		7,627,060	7,826,820	6,682,404
Less: Total adjustments to net current assets	Note 2(c)	(5,818,231)	(5,818,231)	(5,965,262)
Closing funding surplus / (deficit)		1,808,829	2,008,589	717,142

(b) Non-cash amounts 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*.

Non-cash amounts excluded from operating activities	Adopted Budget	YTD Budget (a)	YTD Actual (b)
	\$	\$	\$
Adjustments to operating activities			
Less: Profit on asset disposals	6	(163,000)	(163,000)
Less: Movement in liabilities associated with restricted cash		7,527	0
Less: Fair value adjustments to financial assets at amortised cost		0	0
Add: Loss on asset disposals	6	9,000	9,000
Add: Depreciation		1,864,650	1,243,032
Total non-cash amounts excluded from operating activities		1,718,177	1,089,032

(c) Current assets and liabilities excluded from budgeted deficiency

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.

Adjustments to net current assets	Adopted Budget	Last Year	Year to Date
	Opening 30 June 2023	Closing 30 June 2023	29 February 2024
	\$	\$	\$
Less: Reserve accounts	4	(6,024,334)	(6,024,334)
Add: Current liabilities not expected to be cleared at the end of the year:			
- Current portion of employee benefit provisions held in reserve	4	206,103	206,103
Total adjustments to net current assets	Note 2(a)	(5,818,231)	(5,818,231)

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.

SHIRE OF KOORDA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2024

3 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 2023-24 year is \$10,000 and 10.00%.

Description	Var. \$	Var. %	
	\$	%	
Revenue from operating activities			
Grants, subsidies and contributions	78,046	34.41%	▲
Financial Assistance Grant Quarterly Payment Received following finalised allocations after "100%" pre-paid in 2022/23. To be amended in budget review.		Permanent	
Interest revenue	65,046	57.26%	▲
Budget split not inline with maturity of term deposits.		Timing	
Other revenue	16,224	100.91%	▲
\$19k received from Koorda Uniting Church to be used on Community projects. Debt recovery through external agent not yet commenced, so reimbursement of \$2.5k yet to be claimed on overdue rate accounts for recovery costs.		Timing	
Profit on asset disposals	(140,281)	(86.06%)	▼
P63 Roller, P19 Grader, and 3 x Utes (P05, P58 & P66) are currently at the auctioneers for disposal. Disposals should be finalised by April.		Timing	
Expenditure from operating activities			
Employee costs	96,410	11.69%	▲
Annual budget equally divided per month, timing variance as employee costs lower than anticipated at this time. Admin wages lower than anticipated at time of budget, and PWOH timesheet wages lower than anticipated.		Timing	
Materials and contracts	(244,539)	(33.38%)	▼
Minor variances due to timing of invoices received vs when they were budgeted for.		Timing	
Utility charges	17,583	11.47%	▲
Annual budget equally divided per month, lower water usage at the Rec Centre at this point in time.		Timing	
Depreciation	(328,561)	(26.43%)	▼
Depreciation higher than anticipated due to increased asset values following the revaluation of Infrastructure Assets during the 2022/2023 FY.		Timing	
Insurance	(24,624)	(14.00%)	▼
Minor variation based on budget timing estimates, should remain within variance threshold at year end.		Timing	
Other expenditure	14,038	31.42%	▲
Non-cash amounts excluded from operating activities	465,094	42.71%	▲
Annual budget equally divided per month.		Timing	
Inflows from investing activities			
Proceeds from capital grants, subsidies and contributions	(337,464)	(24.18%)	▼
\$500k Seroja Resilience Fund not included in adopted budget, to add at budget review. \$398k for RtR received in March (later than anticipated budget schedule). CSRFF funds yet to be received as contract not entered into as per grant guidelines. \$416k from LRCI Phase 4A payment to be received in March following approval of project nomination.		Timing	

SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION

TABLE OF CONTENTS

1	Key Information	8
2	Key Information - Graphical	9
3	Cash and Financial Assets	10
4	Reserve Accounts	11
5	Capital Acquisitions	12
6	Disposal of Assets	14
7	Receivables	15
8	Other Current Assets	16
9	Payables	17
10	Rate Revenue	18
11	Other Current Liabilities	19
12	Grants and contributions	20
13	Capital grants and contributions	21

**SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 29 FEBRUARY 2024**

1 KEY INFORMATION

Funding Surplus or Deficit Components

Funding surplus / (deficit)				
	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	\$1.81 M	\$1.81 M	\$2.01 M	\$0.20 M
Closing	\$0.00 M	\$0.86 M	\$0.72 M	(\$0.14 M)

Refer to Statement of Financial Activity

Cash and cash equivalents		
	\$7.16 M	% of total
Unrestricted Cash	\$0.98 M	13.7%
Restricted Cash	\$6.18 M	86.3%

Refer to 3 - Cash and Financial Assets

Payables		
	\$0.10 M	% Outstanding
Trade Payables	\$0.08 M	
0 to 30 Days		98.9%
Over 30 Days		1.1%
Over 90 Days		0.0%

Refer to 9 - Payables

Receivables		
	(\$0.01 M)	% Collected
Rates Receivable	\$0.17 M	87.1%
Trade Receivable	(\$0.01 M)	% Outstanding
Over 30 Days		58.6%
Over 90 Days		57.8%

Refer to 7 - Receivables

Key Operating Activities

Amount attributable to operating activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$0.68 M)	\$0.11 M	\$0.13 M	\$0.02 M

Refer to Statement of Financial Activity

Rates Revenue		
	\$1.21 M	% Variance
YTD Actual	\$1.21 M	
YTD Budget	\$1.23 M	(1.4%)

Refer to 10 - Rate Revenue

Grants and Contributions		
	\$0.30 M	% Variance
YTD Actual	\$0.30 M	
YTD Budget	\$0.23 M	34.4%

Refer to 12 - Grants and Contributions

Fees and Charges		
	\$0.44 M	% Variance
YTD Actual	\$0.44 M	
YTD Budget	\$0.46 M	(4.1%)

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)
(\$2.97 M)	(\$1.06 M)	(\$1.27 M)	(\$0.21 M)

Refer to Statement of Financial Activity

Proceeds on sale		
	\$0.14 M	%
YTD Actual	\$0.14 M	
Adopted Budget	\$0.37 M	(61.1%)

Refer to 6 - Disposal of Assets

Asset Acquisition		
	\$1.06 M	% Spent
YTD Actual	\$1.06 M	
Adopted Budget	\$2.38 M	(55.2%)

Refer to 5 - Capital Acquisitions

Capital Grants		
	\$1.06 M	% Received
YTD Actual	\$1.06 M	
Adopted Budget	\$1.16 M	(9.1%)

Refer to 5 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$1.83 M	\$0.00 M	(\$0.15 M)	(\$0.15 M)

Refer to Statement of Financial Activity

Borrowings	
Principal repayments	\$0.00 M
Interest expense	\$0.00 M
Principal due	\$0.00 M

Reserves	
Reserves balance	\$6.18 M
Interest earned	\$0.15 M

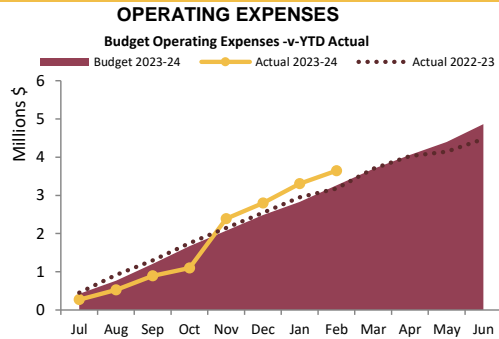
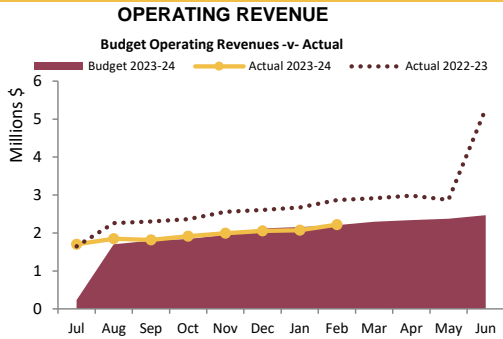
Refer to 4 - Cash Reserves

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

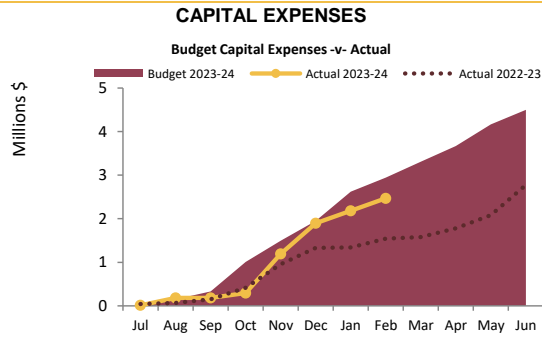
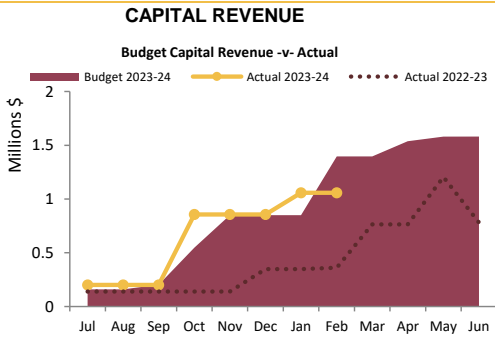
**SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 29 FEBRUARY 2024**

2 KEY INFORMATION - GRAPHICAL

OPERATING ACTIVITIES



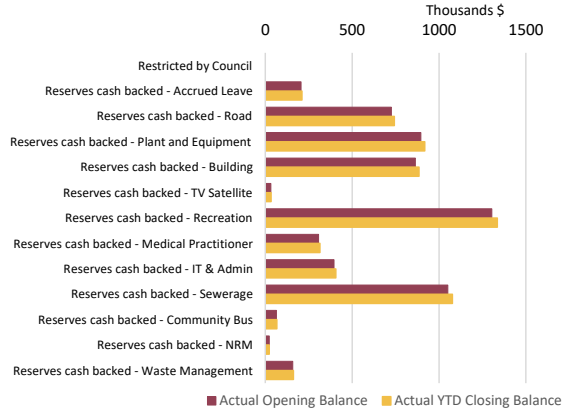
INVESTING ACTIVITIES



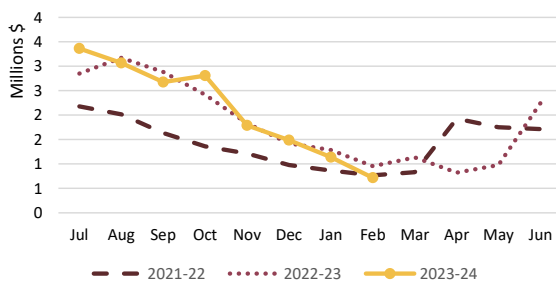
FINANCING ACTIVITIES

BORROWINGS

RESERVES



Closing funding surplus / (deficit)



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

**SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 29 FEBRUARY 2024**

3 CASH AND FINANCIAL ASSETS

Description	Classification	Unrestricted \$	Restricted \$	Total Cash \$	Trust \$	Institution	Interest Rate	Maturity Date
Municipal Account	Cash and cash equivalents	9,294		9,294		Bendigo	Variable	Nil
Municipal Account	Cash and cash equivalents	906,678		906,678		BWA	Variable	Nil
Licensing Account	Cash and cash equivalents	10,210		10,210		BWA	Variable	Nil
ATM Control Account	Cash and cash equivalents	27,450		27,450		BWA	Nil	Nil
ATM Cash Account	Cash and cash equivalents	28,830		28,830		BWA	Nil	Nil
Cash on Hand	Cash and cash equivalents	760		760		Cash on Hand	Nil	Nil
Term Deposit XXX1	Financial assets at amortised cost	0	4,682,030	4,682,030		Bankwest	4.45%	28/06/2024
Term Deposit XXX2	Financial assets at amortised cost	0	1,494,543	1,494,543		Bankwest	4.30%	02/04/2024
Total		983,222	6,176,573	7,159,795	0			
Comprising								
Cash and cash equivalents		983,222	0	983,222	0			
Financial assets at amortised cost		0	6,176,573	6,176,573	0			
		983,222	6,176,573	7,159,795	0			

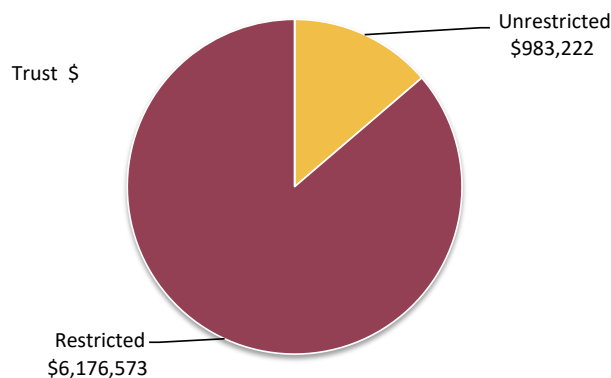
KEY INFORMATION

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

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

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

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



SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 29 FEBRUARY 2024

4 RESERVE ACCOUNTS

Reserve name	Budget	Budget	Budget	Budget	Budget	Actual	Actual	Actual	Actual	Actual YTD
	Opening	Interest	Transfer	Transfers	Closing	Opening	Interest	Transfers	Transfers	Closing
	Balance	Earned	s In (+)	Out (-)	Balance	Balance	Earned	In (+)	Out (-)	Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Restricted by Council										
Reserves cash backed - Accrued Leave	206,103	0	7,527	0	213,630	206,103	5,208	0	0	211,312
Reserves cash backed - Road	725,329	0	26,488	(109,000)	642,817	725,329	18,330	0	0	743,659
Reserves cash backed - Plant and Equipment	895,049	0	32,686	(808,000)	119,735	895,049	22,619	0	0	917,667
Reserves cash backed - Building	863,689	0	31,541	(206,000)	689,230	863,689	21,826	0	0	885,516
Reserves cash backed - TV Satellite	32,780	0	1,197	0	33,977	32,780	828	0	0	33,608
Reserves cash backed - Recreation	1,303,568	0	47,605	(811,800)	539,373	1,303,568	32,942	0	0	1,336,510
Reserves cash backed - Medical Practitioner	306,488	0	11,193	(120,005)	197,676	306,488	7,745	0	0	314,233
Reserves cash backed - IT & Admin	395,947	0	14,459	0	410,406	395,947	10,006	0	0	405,953
Reserves cash backed - Sewerage	1,050,190	0	38,351	0	1,088,541	1,050,190	26,539	0	0	1,076,729
Reserves cash backed - Community Bus	64,496	0	2,355	0	66,851	64,496	1,630	0	0	66,126
Reserves cash backed - NRM	22,656	0	827	0	23,483	22,656	573	0	0	23,229
Reserves cash backed - Waste Management	158,039	0	5,771	0	163,810	158,039	3,994	0	0	162,033
	6,024,334	0	220,000	(2,054,805)	4,189,529	6,024,334	152,240	0	0	6,176,574

5 CAPITAL ACQUISITIONS

	Adopted		YTD Actual	YTD Actual Variance
	Budget	YTD Budget		
	\$	\$	\$	\$
Capital acquisitions				
Buildings - non-specialised	1,217,635	704,000	589,880	(114,120)
Plant and equipment	905,000	770,000	815,479	45,479
Acquisition of property, plant and equipment	2,122,635	1,474,000	1,405,359	(68,641)
Infrastructure - roads	1,732,000	1,095,200	1,028,632	(66,568)
Infrastructure - Other	645,000	40,000	35,481	(4,520)
Acquisition of infrastructure	2,377,000	1,135,200	1,064,113	(208,369)
Total capital acquisitions	4,499,635	2,609,200	2,469,472	(277,010)
Capital Acquisitions Funded By:				
Capital grants and contributions	1,163,751	1,395,404	1,057,940	(337,464)
Other (disposals & C/Fwd)	370,000	155,000	144,090	(10,910)
Reserve accounts				
Reserves cash backed - Road	109,000	0	0	0
Reserves cash backed - Plant and Equipment	808,000	0	0	0
Reserves cash backed - Building	206,000	0	0	0
Reserves cash backed - Recreation	811,800	0	0	0
Reserves cash backed - Medical Practitioner	120,005	0	0	0
Contribution - operations	911,079	1,058,796	1,267,442	208,646
Capital funding total	4,499,635	2,609,200	2,469,472	(139,728)

SIGNIFICANT ACCOUNTING POLICIES

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

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

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

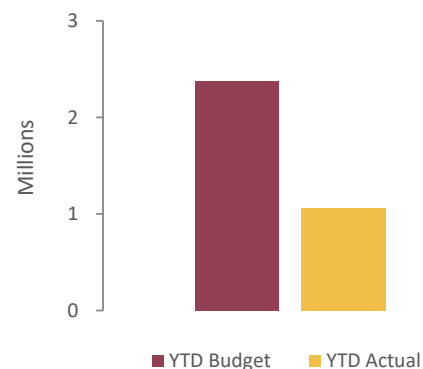
Initial recognition and measurement for assets held at cost

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

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

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

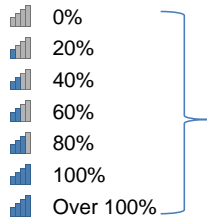
Payments for Capital Acquisitions



5 CAPITAL ACQUISITIONS - DETAILED

Capital expenditure total

Level of completion indicators



Percentage Year to Date Actual to Annual Budget expenditure where the expenditure over budget highlighted in red.

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

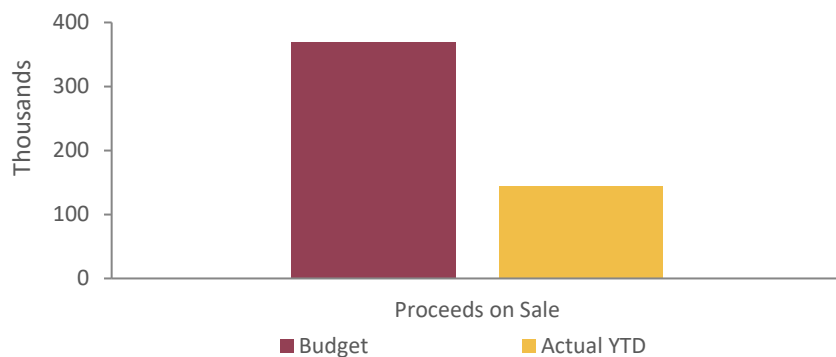
		Adopted			Variance	
Account Description		Budget	YTD Budget	YTD Actual	(Under)/Over	
		\$	\$	\$	\$	
Plant & Equipment						
	PE0091	P09: Semi Side Tipper Trailer	120,000	0	0	0
	PE0191	P19: Grader	325,000	325,000	0	325,000
	PE0611	P61: Ute Patching	45,000	45,000	45,808	(808)
	PE0631	P63: Road Roller	140,000	140,000	192,000	(52,000)
	PE0651	P065 Prime Mover - 22/23 Carryforward	0	0	267,519	(267,519)
	PE0661	P066 Ute Works Crew - 22/23 Carryforward	0	0	52,786	(52,786)
	PE0691	P69: Cherry Picker	50,000	50,000	54,545	(4,545)
	PE0101	P10: Mollerin Fire Truck (SEROJA FUNDING)	0	0	61,914	(61,914)
		Misc Plant	15,000	0	0	0
	PE1001	P100: CEO Vehicle	85,000	85,000	75,768	9,232
	PE2001	P200: WS Vehicle	60,000	60,000	65,139	(5,139)
	PE3001	P300: DCEO Vehicle	65,000	65,000	0	65,000
Buildings						
	BC016	Rec Ground Upgrade & Extension	1,146,635	700,000	527,158	172,842
	BC001	Admin Office (Paint & Gardens)	35,000	0	0	0
	BC054	L271 Greenham Paint & Lino	16,000	4,000	15,693	(11,693)
	BC003	L157 Memorial Hall (SEROJA FUNDING)	0	0	43,988	(43,988)
	BC024	Drive In (Toilets & Tiling)	20,000	0	3,041	(3,041)
Other Infrastructure						
	PC001	Synthetic Bowling Green Relocation	400,000	0	0	0
	IO001	Admin Office Carpark	15,000	0	0	0
	PC002	Rec Ground Playground	150,000	0	0	0
	IO005	Depot Auto Gates	40,000	40,000	35,481	4,520
	IO002	Pool Balance Tank	40,000	0	0	0
Infrastructure Roads						
	RRG002	Cadoux-Koorda Cement Stabilise	235,000	235,000	192,556	42,444
	RRG003	Koorda-Dowerin Reseal	152,000	135,200	133,525	1,675
	RRG140	Burakin-Wialki Full Recon	182,000	118,500	112,324	6,176
	RRG140B	Burakin-Wialki Full Reseal	150,000	128,000	126,792	1,208
Other Infrastructure						
	R2R004	Koorda-Kulja Reseal	273,000	203,000	194,991	8,009
	R2R006	Kulja-Kalannie Full Recon	130,000	36,900	35,629	1,271
	R2R009	Koorda North West Shoulder Recon	70,000	26,650	26,306	344
Other Infrastructure						
	RC003	Koorda-Dowerin Reseal	160,000	143,500	141,667	1,833
	RC004	Koorda-Kulja Widen Reseal	100,000	34,250	30,426	3,824
	RC010	Mollerin Rock South Reform & Sheet	90,000	0	0	0
	RC011	Dukin West Reform & Sheet	90,000	34,200	34,296	(96)
	RC014	Maher Reform & Sheet	60,000	0	120	(120)
Other Infrastructure						
	FC098	Footpath - Greenham St	40,000	0	0	0
		4,499,635	2,609,200	2,469,472	139,728	

**SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 29 FEBRUARY 2024**

OPERATING ACTIVITIES

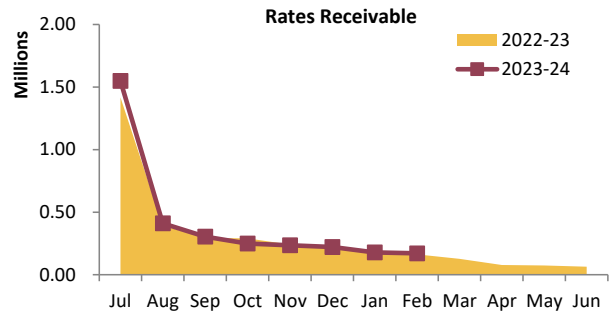
6 DISPOSAL OF ASSETS

Asset Ref.	Asset description	Budget				YTD Actual			
		Net Book Value	Proceeds	Profit	(Loss)	Net Book Value	Proceeds	Profit	(Loss)
		\$	\$	\$	\$	\$	\$	\$	\$
Plant and equipment									
10908	P009 Semi Side Tipper Trailer - 2000	26,000	20,000	0	(6,000)			0	0
10918	P020 Grader - 2015 CAT 12M	0	100,000	100,000	0			0	0
10949	P061 Ute - 2019	11,000	25,000	14,000	0	8,747	23,636	14,889	0
10951	P063 Roller - 2014 Dynapac	0	30,000	30,000	0			0	0
10979	P100 CEO Vehicle	65,000	80,000	15,000	0	65,396	64,091	0	(1,305)
10981	P200 WS Vehicle	53,000	50,000	0	(3,000)	48,533	56,363	7,830	0
10988	P300 DCEO Vehicle	61,000	65,000	4,000	0			0	0
		216,000	370,000	163,000	(9,000)	122,676	144,090	22,719	(1,305)



7 RECEIVABLES

Rates receivable	30 June 2023	29 Feb 2024
	\$	\$
Opening arrears previous years	63,512	88,681
Levied this year	1,213,196	1,238,071
Less - collections to date	(1,188,027)	(1,155,860)
Gross rates collectable	88,681	170,892
Net rates collectable	88,681	170,892
% Collected	93.1%	87.1%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	0	7,658	0	151	10,696	18,505
Percentage	0.0%	41.4%	0.0%	0.8%	57.8%	
Balance per trial balance						
Trade receivables	0	7,658	151	10,696		18,505
GST receivable		(56,668)	(674)			(53,563)
Interest Receivable		44,756				21,660
Total receivables general outstanding						(13,398)

Amounts shown above include GST (where applicable)

KEY INFORMATION

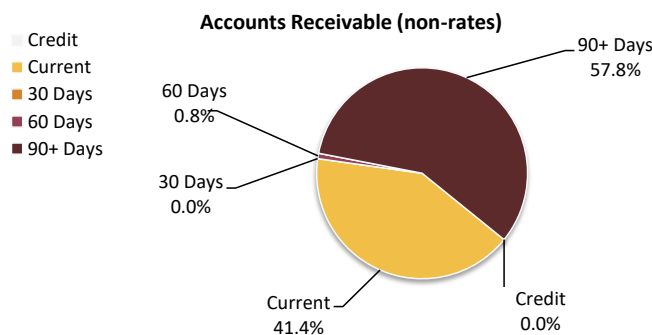
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

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

Classification and subsequent measurement

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

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



**SHIRE OF KOORDA
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 29 FEBRUARY 2024**

OPERATING ACTIVITIES

8 OTHER CURRENT ASSETS

	Opening Balance 1 July 2023	Asset Increase	Asset Reduction	Closing Balance 29 February 202
Other current assets	\$	\$	\$	\$
Financial assets at amortised cost	6,024,334	152,240		6,176,574
Inventory				
Stock on Hand	23,568	18,134		41,702
Total other current assets	6,047,902	170,374	0	6,218,276

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.

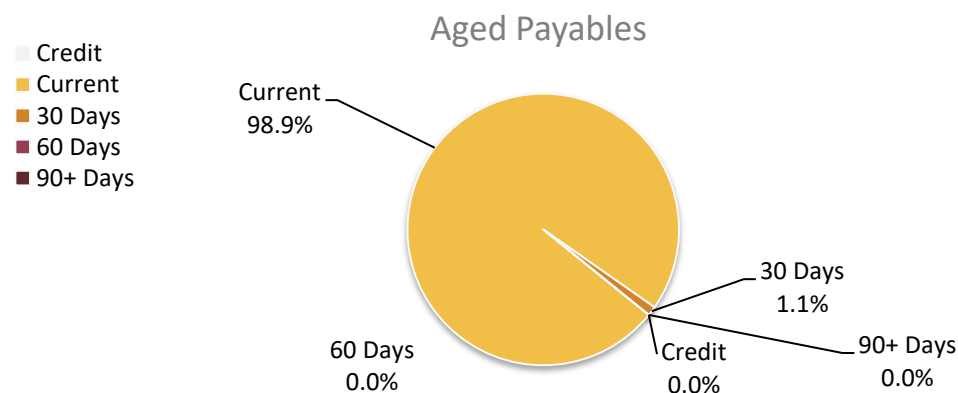
9 PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	77,132	875	0	0	78,007
Percentage	0.0%	98.9%	1.1%	0.0%	0.0%	
Balance per trial balance						
Sundry creditors	0	77,132	875	0	0	78,007
Other Payables		220				220
Prepaid Rates		13,043				13,043
Bonds and Deposits Held		0			63,428	63,428
ESL Liability		6,726				6,726
GST Payable		(67,862)				(67,862)
Payroll Creditors			(202)			(202)
PAYG Payables		22,216				22,216
FBT Liabilities			(11,514)			(11,514)
Total payables general outstanding						104,060

Amounts shown above include GST (where applicable)

KEY INFORMATION

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



SHIRE OF KOORDA
 SUPPLEMENTARY INFORMATION
 FOR THE PERIOD ENDED 29 FEBRUARY 2024

OPERATING ACTIVITIES 29/02/2024

10 RATE REVENUE

General rate revenue

RATE TYPE	Rate in	Number of	Rateable	Rate	Budget	Total	Rate	YTD Actual	Total
	\$ (cents)	Properties	Value	Revenue	Interim	Revenue	Revenue	Interim	Revenue
				\$	\$	\$	\$	\$	\$
Gross rental value									
Gross Rental Value	0.1217	136	959,024	116,713		116,713	116,713	7,602	124,315
Unimproved value									
Unimproved Value	0.0126	221	87,194,166	1,100,390		1,100,390	1,100,390	577	1,100,967
Sub-Total		357	88,153,190	1,217,103	0	1,217,103	1,217,103	8,179	1,225,282
Minimum payment									
Minimum Payment \$									
Gross rental value									
Gross Rental Value	420	28	29,070	11,760		11,760	12,180	0	12,180
Unimproved value									
Unimproved Value	420	33	442,945	13,860		13,860	13,860	0	13,860
Sub-total		61	472,015	25,620	0	25,620	26,040	0	26,040
Discount						-45,000			-43,450
Amount from general rates						1,197,723			1,207,872
Ex-gratia rates	0.06		457,560	27,454		27,454			30,199
Total general rates						1,225,177			1,238,071

11 OTHER CURRENT LIABILITIES

Other current liabilities	Note	Opening Balance 1 July 2023 \$	Liability transferred from/(to) non current \$	Liability Increase \$	Liability Reduction \$	Closing Balance 29 February 2024 \$
Other liabilities						
Capital grant/contributions liabilities		423,185	0	0	(155,000)	268,185
Total other liabilities		423,185	0	0	(155,000)	268,185
Employee Related Provisions						
Provision for annual leave		169,690	0	0	0	169,690
Provision for long service leave		134,652	0	0	0	134,652
Total Provisions		304,342	0	0	0	304,342
Total other current liabilities		727,527	0	0	(155,000)	572,527

Amounts shown above include GST (where applicable)

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

KEY INFORMATION

Provisions

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

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

Employee Related Provisions

Short-term employee benefits

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

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

Other long-term employee benefits

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

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

Contract liabilities

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

Capital grant/contribution liabilities

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

SHIRE OF KOORDA
 SUPPLEMENTARY INFORMATION
 FOR THE PERIOD ENDED 29 FEBRUARY 2024

OPERATING ACTIVITIES

12 GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent grant, subsidies and contributions liability					Grants, subsidies and contributions revenue		
	Liability	Increase in Liability	Decrease in Liability	Liability	Current Liability	Adopted Budget Revenue	YTD Budget	YTD Revenue Actual
	1 July 2023		(As revenue)	29 Feb 2024	29 Feb 2024			
	\$	\$	\$	\$	\$	\$	\$	\$
Grants and subsidies								
ESL Bush Fire Brigade Operating Grant				0		21,420	14,360	10,770
Main Roads Direct Road Grant				0		196,756	196,756	196,756
Fuel Tax Credits Grant Scheme				0		23,500	15,664	19,482
Financial Assistance Grant - General				0		0	0	48,029
Financial Assistance Grant - Roads				0		0	0	29,789
	0	0	0	0	0	241,676	226,780	304,826

SHIRE OF KOORDA
 SUPPLEMENTARY INFORMATION
 FOR THE PERIOD ENDED 29 FEBRUARY 2024

INVESTING ACTIVITIES

13 CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Capital grant/contribution liabilities					Capital grants, subsidies and contributions revenue		
	Liability	Increase in Liability	Decrease in Liability	Liability	Current Liability	Adopted Budget	YTD	YTD Revenue
	1 July 2023		(As revenue)	29 Feb 2024	29 Feb 2024	Revenue	Budget	Actual
	\$	\$	\$	\$	\$	\$	\$	\$
Capital grants and subsidies								
Local Roads & Community Infrastructure Grant (LRCI)				0		567,721	425,790	155,000
CSRFF Grant				0		130,421	86,946	0
Regional Road Group Grants				0		479,779	479,778	401,940
Roads to Recovery Grant				0		402,890	402,890	0
LGRF08 - Cyclone Seroja Local Government Resilience Fund				0		0	0	500,000
COTA Grant Seniors Luncheon				0		0	0	1,000
	0	0	0	0	0	1,580,811	1,395,404	1,057,940

**Monthly Report - List of Accounts Paid
Submitted to Council 20 March 2024**

The following list of accounts has been paid under delegation, by the Chief Executive Officer, since the previous list of accounts. Municipal vouchers numbered from V496 to V546 and direct bank transactions totalling \$491,373.03 submitted to each member of the Council, on Wednesday the 20 March 2024, have been checked and are fully supported by vouchers and duly certified invoices with checks being carried out as to prices, computations and costing.


Zac Donovan
Chief Executive Officer

No.	Payment Date	Supplier Name	Description of Purchase	Payment made by delegated authority
V496	14/02/2024	Shire of Koorda	Employee Wages	\$ 38,679.59
V497	14/02/2024	Beam Superannuation	Employee Super Payment	\$ 8,313.74
V498	14/02/2024	DFES	ESL January	\$ 4,170.23
V499	14/02/2024	Central Carpet Cleaning	L291 U2 & L550 UF Tenant Housing	\$ 215.00
V500	14/02/2024	Harcher Wheatbelt	Cleaning & Sanitary Supplies	\$ 353.80
V501	14/02/2024	MCG Architects PL	Schematic Design Rec Ground	\$ 2,970.00
V502	14/02/2024	Moore Australia	2024 Budget Workshop x 2	\$ 2,112.00
V503	14/02/2024	Synergy	Streetlights 3 months	\$ 6,290.22
V504	14/02/2024	WA Contract Ranger Service	Ranger Services Including Travel 1/2 & 6/2	\$ 574.75
V505	21/02/2024	ATO	January 2024 BAS	\$ 12,222.00
V506	27/02/2024	Dept of Transport	P300 00KD 12m Rego	\$ 446.15
V507	28/02/2024	Shire of Koorda	Employee Wages	\$ 42,568.46
V508	28/02/2024	Beam Superannuation	Employee Super Payment	\$ 9,657.53
V509	29/02/2024	Agri-Stock	Various Retic Fittings	\$ 61.34
V510	29/02/2024	Avon Valley Toyota	P061 New Toyota Hilux 4x2 2.4L Diesel	\$ 24,835.17
V511	29/02/2024	Bunnings Group	Building Maintenance Various (<i>see below</i>)	\$ 468.82
V512	29/02/2024	Central Wheatbelt Plumbing	Volunteer Park Toilet Cistern Replacement, L550C Shower Repairs	\$ 1,048.06
V513	29/02/2024	Contract Aquatic Services	February Contract Fee	\$ 15,400.00
V514	29/02/2024	Harcher Wheatbelt	Toilet Cleaner, 18L Bin Liners & Scourers	\$ 104.65
V515	29/02/2024	Hersey's Safety	Spray Mark, Shovels, Gloves & Tie Downs	\$ 527.51
V516	29/02/2024	Koorda Hotel	Council Refreshments	\$ 159.96
V517	29/02/2024	KTY Electrical Services	L291 Replacement of Bollard Light \$616.66, Volunteer Park Replacement 3 Bollard Lights \$1495.23, L17 Check Power \$192.50, L204 Replacement Ducted Air Conditioning \$9163.00, L9 Replace Drain Rubber Evap. \$227.15	\$ 11,694.54
V518	29/02/2024	Lydia Highfield	Recruitment & Selection Services for CEO	\$ 6,850.00
V519	29/02/2024	Maca Civil Pty Ltd	Cement Stabilise Cadoux Koorda Rd 7000m2 \$48631 Wetmix Cadoux Koorda Rd 5000m2 \$9339	\$ 57,970.00
V520	29/02/2024	Metal Artwork Badges	CEO Desk Name Base & Plaque	\$ 74.80
V521	29/02/2024	Planwest (WA) Pty Ltd	Planning Services - Prep of Local Planning Scheme Amendment for 'Grouped Dwelling' within the 'Rural' zone in the Shire of Koorda & Booralaming SD	\$ 1,573.00
V522	29/02/2024	Stallion Homes & Multicon	February Progress Claim - Rec Ground	\$ 124,920.40
V523	29/02/2024	Synergy	L25353 Gym, L99-100 & L17933 Accounts	\$ 2,695.23
V524	29/02/2024	Team Global Express	Freight P04 Parts, Retic Parts	\$ 192.75
V525	29/02/2024	Telstra	Bulk Office & Home Lines	\$ 526.68
V526	29/02/2024	The Watershed Water Systems	Solenoids Controllers & Valve Boxes Various Gardens	\$ 1,813.33
V527	6/03/2024	Bankwest Credit Card	See Below	\$ 2,884.90
V528	13/03/2024	Synergy	Bulk Accounts 21 Dec - 23 Feb 2024	\$ 7,656.01
			Subtotal	\$ 390,030.62

V529	13/03/2024	Shire of Koorda	Employee Wages	\$ 41,227.57
V530	13/03/2024	Beam Superannuation	Employee Superannuation Payment	\$ 9,596.84
V531	13/03/2024	Dept of Transport	P063 Plate Change	\$ 31.10
V532	14/03/2024	Avon Waste	February Refuse and Recycling Collection	\$ 5,138.49
V533	14/03/2024	DFES	Feb ESL	\$ 516.00
V534	14/03/2024	Central Carpet Cleaning	L291 U1 Carpet Cleaning	\$ 105.00
V535	14/03/2024	Great Southern Fuel Supplies	10,000L Diesel 15L Oil + Admin Cards (\$958.90 See Below)	\$ 20,557.89
V536	14/03/2024	KTY Electrical	L550B Replace Smoke Alarm, L550E 2 x Smoke Alarms, L95 U3 Smoke Alarm, L9 Evap Circuit Board, L291 U3 10&16amp RCD	\$ 3,150.06
V537	14/03/2024	LG Best Practices	End of Month Financial Services February	\$ 3,836.25
V538	14/03/2024	Linfox Armaguard Pty Ltd	ATM Top Up Feb	\$ 272.77
V539	14/03/2024	N-Com Pty Ltd	6 Monthly Maintenance + Repairs to Tower Antenna	\$ 8,445.80
V540	14/03/2024	Right Metal Fencing Pty Ltd	Repairs to Gate (Power Outage) + 5 New Remotes	\$ 1,474.00
V541	14/03/2024	Sheridan's	CEO Name Badge	\$ 45.05
V542	14/03/2024	Sherrin Rentals Pty Ltd	Roller Hire February	\$ 5,544.00
V543	14/03/2024	Telstra	Mobile Phones 22 Feb to 21 Mar	\$ 201.99
V544	14/03/2024	WA Contract Ranger Services	Ranger Services Including Travel 15/2 & 22/02/24	\$ 627.00
V545	14/03/2024	WALGA	Serving on Council eLearning (Feb 2024)	\$ 495.00
V546	14/03/2024	Dept of Transport	Plate Remake & Change KD019	\$ 77.60
			GRAND TOTAL	\$ 491,373.03
Bunnings Trade Card				
V511	15/02/2024	Bunnings Trade Card	L203 & L282 Paint, Brushes & Dressed Pine Timber	\$ 175.45
	15/02/2024	Bunnings Trade Card	L282 Passage Set	\$ 99.96
	15/02/2024	Bunnings Trade Card	L05 Extension Lead & Padlock, L6 Padlock, L31 Screws, L17933 Screws & Hinges, L99-100 Clothesline Cord Replacement	\$ 193.41
				\$ 468.82
Bankwest Credit Cards				
V527	1/02/2024	Crisp Wireless	Admin Office, ES, CEO, DCEO & WS Internet	\$ 680.90
	1/02/2024	Rent a Satphone	Monthly Satphone Rental x 2	\$ 44.00
	28/02/2024	The West Australian	The West Subscription - Digital Edition	\$ 28.00
	8/02/2024	Midalia Steel	L17933 & L164B Fencing	\$ 492.00
	12/02/2024	Powerforce Midland	2 x 3" Honda Volume Water Pumps	\$ 1,640.00
				\$ 2,884.90
BP Fuel Cards				
V535	20/02/2024	DCEO Card	P300 - 120.28L Diesel	\$ 242.85
	7/02/2024	Admin Card	Pumps - 71.11L Unleaded Petrol	\$ 135.04
	8/02/2024	CEO Card	P100 - 102.16 L Diesel	\$ 200.13
	16/02/2024	CEO Card	P100 - 64.42 L Diesel	\$ 128.78
	23/02/2024	CEO Card	P100 - 64.03 L Diesel	\$ 129.28
	29/02/2024	CEO Card	P100 - 60.83 L Diesel	\$ 122.82
				\$ 958.90

BUDGET REVIEW REPORT

FOR THE PERIOD ENDED 29 FEBRUARY 2024

LOCAL GOVERNMENT ACT 1995

LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

TABLE OF CONTENTS

Statement of Budget Review	2
Note 1 Basis of Preparation	3
Note 2 Summary Graphs - Budget Review	4
Note 3 Net Current Funding Position	5
Note 4 Predicted Variances	7
Note 5 Budget Amendments	8

SHIRE OF KOORDA
STATEMENT OF BUDGET REVIEW
FOR THE PERIOD ENDED 29 FEBRUARY 2024

	Note	Budget v Actual		Predicted		
		Adopted Budget	YTD Actual (b)	Variance Permanent (c)	Variance Temporary (Carryover) (d)	Estimated Year End Amount (a)+(c)+(d)
		\$	\$	\$	\$	\$
OPERATING ACTIVITIES						
Revenue from operating activities						
General rates		1,199,557	1,207,872			1,199,557
Rates excluding general rates		25,620	30,199			25,620
Grants, subsidies and contributions	4.1.1	241,676	304,826	98,147		339,823 ▲
Fees and charges		589,827	441,434			589,827
Interest revenue		226,000	178,646			226,000
Other revenue		22,500	33,563			22,500
Profit on asset disposals		163,000	22,720			163,000
		<u>2,468,180</u>	<u>2,219,260</u>	<u>98,147</u>	<u>0</u>	<u>2,566,327</u>
Expenditure from operating activities						
Employee costs		(1,357,222)	(728,227)			(1,357,222)
Materials and contracts		(1,134,828)	(977,204)			(1,134,828)
Utility charges		(229,950)	(135,665)			(229,950)
Depreciation		(1,864,650)	(1,571,593)			(1,864,650)
Insurance		(194,927)	(200,516)			(194,927)
Other expenditure		(73,530)	(30,642)			(73,530)
Loss on asset disposals		(9,000)	(1,305)			(9,000)
		<u>(4,864,107)</u>	<u>(3,645,152)</u>	<u>0</u>	<u>0</u>	<u>(4,864,107)</u>
Non-cash amounts excluded from operating activities		1,718,177	1,554,125			1,718,177
Amount attributable to operating activities		<u>(677,750)</u>	<u>128,233</u>	<u>98,147</u>	<u>0</u>	<u>(579,603)</u>
INVESTING ACTIVITIES						
Inflows from investing activities						
Capital grants, subsidies and contributions	4.3.1	1,163,751	1,057,940	691,440		1,855,191 ▲
Proceeds from disposal of assets	4.3.2	370,000	144,090	(20,000)		350,000 ▼
		<u>1,533,751</u>	<u>1,202,030</u>	<u>671,440</u>	<u>0</u>	<u>2,205,191</u>
Outflows from investing activities						
Purchase of land and buildings	4.3.3	(1,217,635)	(589,880)	(260,000)		(1,477,635) ▲
Purchase of plant and equipment	4.3.4	(905,000)	(815,479)	(497,319)		(1,402,319) ▲
Purchase and construction of infrastructure-roads		(1,732,000)	(1,028,632)			(1,732,000)
Purchase and construction of infrastructure-other		(645,000)	(35,481)			(645,000)
		<u>(4,499,635)</u>	<u>(2,469,472)</u>	<u>(814,519)</u>	<u>0</u>	<u>(5,314,154)</u>
Amount attributable to investing activities		<u>(2,965,884)</u>	<u>(1,267,442)</u>	<u>(143,079)</u>	<u>0</u>	<u>(3,108,963)</u>
FINANCING ACTIVITIES						
Inflows from financing activities						
Transfers from reserve accounts	4.4.1	2,054,805		67,000		2,121,805 ▲
		<u>2,054,805</u>	<u>0</u>	<u>67,000</u>	<u>0</u>	<u>2,121,805</u>
Outflows from financing activities						
Transfers to reserve accounts		(220,000)	(152,240)			(220,000)
		<u>(220,000)</u>	<u>(152,240)</u>	<u>0</u>	<u>0</u>	<u>(220,000)</u>
Amount attributable to financing activities		<u>1,834,805</u>	<u>(152,240)</u>	<u>67,000</u>	<u>0</u>	<u>1,901,805</u>
MOVEMENT IN SURPLUS OR DEFICIT						
Surplus or deficit at the start of the financial year	4.5.0	1,808,829	2,008,589	226,512		2,035,341 ▲
Amount attributable to operating activities		(677,750)	128,233	98,147	0	(579,603)
Amount attributable to investing activities		(2,965,884)	(1,267,442)	(143,079)	0	(3,108,963)
Amount attributable to financing activities		1,834,805	(152,240)	67,000	0	1,901,805
Surplus or deficit after imposition of general rates	3(d)	<u>0</u>	<u>717,140</u>	<u>248,580</u>	<u>0</u>	<u>248,580</u> ▲

1. BASIS OF PREPARATION

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

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

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

Accounting policies which have been adopted in the preparation of this budget review have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the budget review 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.

Financial reporting disclosures in relation to assets and liabilities required by the Australian Accounting Standards have not been made unless considered important for the understanding of the budget review or required by legislation.

The local government reporting entity

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

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.

Rounding off figures

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

2023/24 actual balances

Balances shown in this budget review report as YTD Actual are as forecast at the time of budget review preparation and are subject to final adjustments.

Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in the budget review relate to the original budget estimate for the relevant item of disclosure.

Judgements, estimates and assumptions

The preparation of the budget review 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.

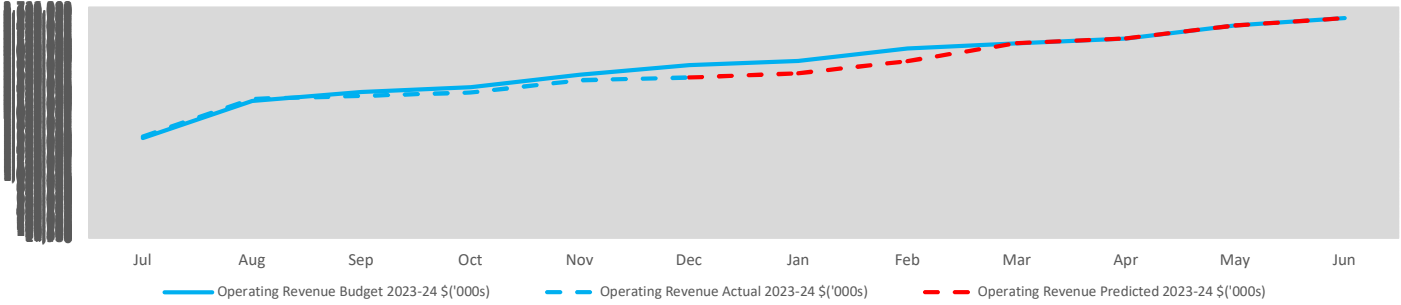
The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent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

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

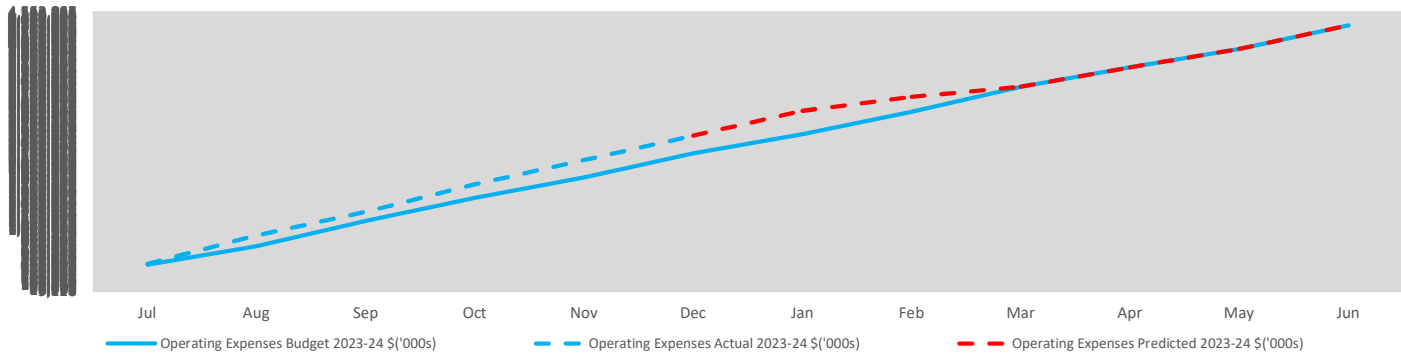
- estimated fair value of certain financial assets
- estimation of fair values of land and buildings and investment property
- impairment of financial assets
- estimation uncertainties and judgements made in relation to lease accounting
- estimated useful life of assets

2. SUMMARY GRAPHS - BUDGET REVIEW

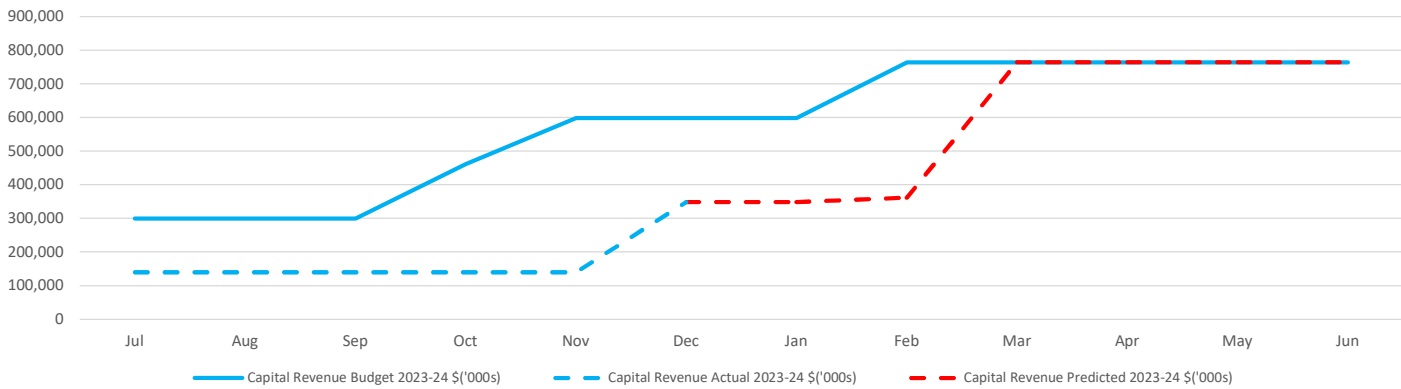
Operating Revenue



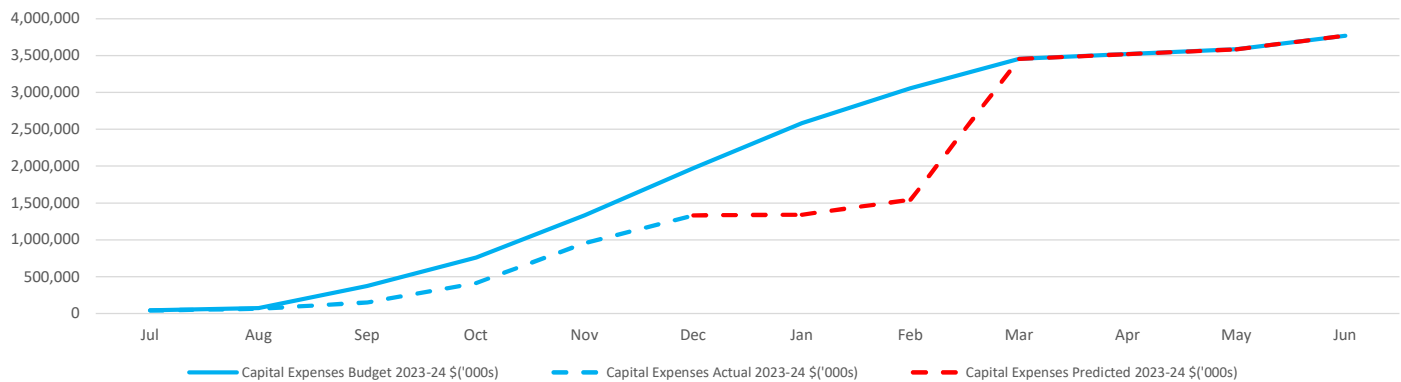
Operating Expenses



Capital Revenue



Capital Expenditure



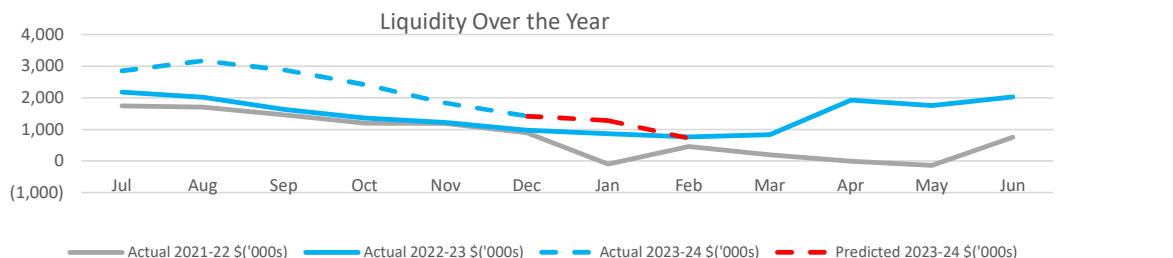
This information is to be read in conjunction with the accompanying financial statements and notes.

3 NET CURRENT FUNDING POSITION
EXPLANATION OF DIFFERENCE IN NET CURRENT ASSETS AND SURPLUS/(DEFICIT)

Operating activities excluded from budgeted deficiency

When calculating the budget deficiency for the purpose of Section 6.2 (2)(c) of the *Local Government Act 1995* the following amounts have been excluded as provided by *Local Government (Financial Management) Regulation 32* which will not fund the budgeted expenditure.

(a) Operating activities excluded from budgeted deficiency	Actual - Used for			
	Budget 30 June 2023	Audited Actual 30 June 2023	Budget 30 June 2024	Actual 29 February 2024
	\$	\$	\$	\$
The following non-cash revenue or expenditure has been excluded from operating activities within the Rate Setting Statement.				
Adjustments to operating activities				
Less: Profit on asset disposals	0	(127,521)	(163,000)	(22,720)
Less: Movement in liabilities associated with restricted cash		5,016		
Less: Fair value adjustments to financial assets at fair value through profit or loss		(2,764)		(1,261)
Less: Reversal of other provisions		(142,646)		
Add: Loss on disposal of assets			9,000	1,305
Add: Depreciation on assets		1,911,611	1,864,650	1,571,593
Non-cash movements in non-current assets and liabilities:				
Pensioner deferred rates		3,051		
Employee benefit provisions		(17,718)	7,527	5,208
Other provisions		1,970		
Non-cash amounts excluded from operating activities	0	1,630,999	1,718,177	1,554,125
(b) Investing activities excluded from budgeted deficiency				
The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to investing activities				
Movement in non-current capital grant/contribution liability	(439,707)	(423,185)	439,707	155,000
Non cash amounts excluded from investing activities	(439,707)	(423,185)	439,707	155,000
(c) Current assets and liabilities excluded from budgeted deficiency				
The following current assets and liabilities have been excluded from the net current assets used in the Rate Setting Statement.				
Adjustments to net current assets				
Less: Reserve accounts	(6,024,334)	(6,024,334)	(4,189,529)	(6,176,574)
Add: Current liabilities not expected to be cleared at end of year				
- Employee benefit provisions	206,103	206,103	213,630	211,312
Total adjustments to net current assets	(5,818,231)	(5,818,231)	(3,975,899)	(5,965,262)
(d) Composition of estimated net current assets				
Current assets				
Cash and cash equivalents	2,784,354	2,785,894	528,291	983,222
Financial assets	6,024,334	6,024,334	4,189,529	6,176,574
Trade and other receivables	125,265	167,100	125,265	157,493
Inventories	51,949	23,568	51,949	41,702
	8,985,902	9,000,896	4,895,034	7,358,991
Less: current liabilities				
Trade and other payables	(673,743)	(419,797)	(673,743)	(104,060)
Capital grant/contribution liability	(439,707)	(423,185)		(268,185)
Employee related provisions	(245,392)	(304,342)	(245,392)	(304,342)
	(1,358,842)	(1,147,324)	(919,135)	(676,587)
Net current assets used in the Statement of Financial Activity				
Total current assets	8,985,902	9,000,896	4,895,034	7,358,991
Less: Total current liabilities	(1,358,842)	(1,147,324)	(919,135)	(676,587)
Less: Total adjustments to net current assets	(5,818,231)	(5,818,231)	(3,975,899)	(5,965,262)
Surplus or deficit after imposition of general rates	1,808,829	2,035,341	0	717,142



3 COMMENTS/NOTES - NET CURRENT FUNDING POSITION (CONTINUED)

SIGNIFICANT ACCOUNTING POLICIES

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short term highly liquid investments 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 shown as short term borrowings in current liabilities.

FINANCIAL ASSETS AT AMORTISED COST

The Shire of Koorda 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.

TRADE AND OTHER RECEIVABLES

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

Trade and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components, when they are recognised at fair value.

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

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

The Shire of Koorda applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

INVENTORIES

General

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.

CONTRACT ASSETS

Contract assets primarily relate to the Shire of Koorda's right to consideration for work completed but not billed at the end of the period.

CONTRACT LIABILITIES

Contract liabilities represent the Shire of Koorda's obligation to transfer goods or services to a customer for which the Shire of Koorda has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

PROVISIONS

Provisions are recognised when the Shire of Koorda 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.

CURRENT AND NON-CURRENT CLASSIFICATION

An asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire of Koorda's operational cycle. In the case of liabilities where the Shire of Koorda does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire of Koorda's intentions to release for sale.

TRADE AND OTHER PAYABLES

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

PREPAID RATES

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire of Koorda recognises revenue for the prepaid rates that have not been refunded.

EMPLOYEE BENEFITS

Short-Term Employee Benefits

Provision is made for the Shire of Koorda'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 of Koorda'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 net current funding position. Shire of Koorda's current obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the net current funding position.

Other long-term employee benefits

Long-term employee benefits provisions 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 of Koorda's obligations for long-term employee benefits where the Shire of Koorda does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, are presented as current provisions in the net current funding position.

SHIRE OF KOORDA
 NOTES TO THE REVIEW OF THE ANNUAL BUDGET
 FOR THE PERIOD ENDED 29 FEBRUARY 2024

4. PREDICTED VARIANCES

Comments/Reason for Variance	Predicted Variance \$	
	Permanent	Temporary
4.1 OPERATING REVENUE (EXCLUDING RATES)		
4.1.1 Grants, subsidies and contributions	98,147	
Remaining 2023/24 allocation of FAGs after "100% prepayment" received June 2023. Reduction in ESL LGGs Grant from 21/22 underspend.		
Predicted Variances Carried Forward	98,147	0
Predicted Variances Brought Forward	98,147	0
4.3 INVESTING ACTIVITIES		
Inflows from investing activities		
4.3.1 Capital grants, subsidies and contributions	691,440	
Approval of \$500k Seroja Resilience Funding. Inclusion of LRCI Phase 4A funding as approval of project nomination. Reduction of Main Roads Direct grant, adjustment made after budget.		
4.3.2 Proceeds from disposal of assets	(20,000)	
Reduction on proceeds of sale (P009 Semi Side Tipper Trailer removal)		
Outflows from investing activities		
4.3.3 Purchase of land and buildings	(260,000)	
Approved Seroja Resilience Projects. (Memorial Hall Ablution Upgrades & Ablutions at Recreation Centre)		
4.3.4 Purchase of plant and equipment	(497,319)	
Carry forward P65 Plant purchase from 23/24. Increase to Capital Plant Purchase (P63 Roller & P19 Grader) as per Council RES:070923 & RES:101123. Approved Seroja Resilience Projects. (New Fire Tender & 2 x portable generators)		
4.3.5 Purchase of furniture and equipment	(57,200)	
Approved Seroja Resilience Projects. (Medical Centre & Rec Centre Generators)		
Predicted Variances Carried Forward	(44,932)	0
Predicted Variances Brought Forward	(44,932)	0
4.4 FINANCING ACTIVITIES		
Cash inflows from financing activities		
4.4.1 Transfers from reserve accounts	67,000	
Increase to Transfer from Plant Reserve (P63 Roller & P19 Grader)		
Predicted Variances Carried Forward	22,068	0
Predicted Variances Brought Forward	22,068	0
4.5 OTHER ITEMS		
4.5.0 Surplus or deficit at the start of the financial year	226,512	
Increase in surplus after audit. Removal of P65 purchase from 2022/2023 to 2023/2024 due to delay with supply.		
Total Predicted Variances as per Annual Budget Review	248,580	0

5. BUDGET AMENDMENTS

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

Description	Council Resolution	Classification	No Change - (Non Cash Items) Adjust.	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance	Comments
			\$	\$	\$	\$	
Budget Adoption		Opening Surplus(Deficit)		226,512		226,512	
Plant Purchases		Capital Expenditure			(267,519)	(41,007)	Carry forward P65 Plant purchase from 23/24
Operating Grants		Operating Revenue		98,147		57,140	Remaining 2023/24 allocation of FAGs after "100% prepayment" received June 2023. Reduction in ESL LGGS Grant from 21/22 underspend.
Non-Operating Grants		Capital Revenue		191,440		248,580	Inclusion of LRCI Phase 4A funding as approval of project nomination. Reduction of Main Roads Direct grant, adjustment made after budget.
Non-Operating Grants		Capital Revenue		500,000		748,580	Approval of \$500k Seroja Resilience Funding.
Seroja Resilience Projects - Plant & Equipment		Capital Expenditure			(182,800)	565,780	Approved Seroja Resilience Projects. (New Fire Tender & 2 x portable generators)
Seroja Resilience Projects - F&E		Capital Expenditure			(57,200)	508,580	Approved Seroja Resilience Projects. (Medical Centre & Rec Centre Generators)
Seroja Resilience Projects - Building		Capital Expenditure			(260,000)	248,580	Approved Seroja Resilience Projects. (Memorial Hall Ablution Upgrades & Ablutions at Recreation Centre)
Proceeds from Disposal of Assets	070923 & 101123	Non Cash item			(20,000)	228,580	Reduction on proceeds of sale
Transfer from Reserve (Plant)	070923 & 101123	Capital Revenue		67,000		295,580	Increase to Transfer from Plant Reserve (P63 Roller & P19 Grader)
Plant Purchases	070923 & 101123	Capital Expenditure			(47,000)	248,580	Increase to Capital Plant Purchase (P63 Roller & P19 Grader)
			0	1,083,099	(834,519)	248,580	



North Eastern Wheatbelt Regional Organisation of Councils

Dowerin | Koorda | Mt Marshall | Mukinbudin | Nungarin | Trayning | Wyalkatchem

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is between the following parties:

SHIRE OF DOWERIN of Cottrell Street, DOWERIN, Western Australia
AND SHIRE OF KOORDA of Allenby Street, KOORDA, Western Australia
AND SHIRE OF MT MARSHALL of Monger Street, BENCUBBIN, Western Australia
AND SHIRE OF MUKINBUDIN of Maddock Street, MUKINBUDIN, Western Australia
AND SHIRE OF NUNGARIN of Railway Avenue, NUNGARIN, Western Australia
AND SHIRE OF TRAYNING of Railway Street, TRAYNING, Western Australia
AND SHIRE OF WYALKATCHEM of Corner Honour Avenue and Flint Street,
WYALKATCHEM, Western Australia

Term of Agreement 1 July 2023 – 30 June 2025

1. DEFINITIONS

In this Memorandum of Understanding unless the context requires otherwise;

“Act” means the Local Government Act 1995;

“NEWROC” means the North Eastern Wheatbelt Regional Organisation of Councils;

“Operative Date” means 1 July 2023

“Participant” means the Shires of Dowerin, Koorda, Mt Marshall, Mukinbudin, Nungarin, Trayning, or Wyalkatchem, either jointly or individually, as the context requires;

“Project” means the undertaking of any activity on behalf of the NEWROC;

“Proposal” means the proposal to undertake a Project;

“Region” means the communities of the Participants

2. NAME

The name of the regional organisation of councils is the North Eastern Wheatbelt Regional Organisation of Councils (NEWROC).

Notes:

1. Section 3.62(1) of the Act provides that a regional local government is a body corporate with perpetual succession and a common seal.
2. A regional local government has the same general function of a local government including its legislative and executive functions. See part 3 and section 3.66 of the Act.
3. Except as stated in section 3.66, the Local Government Act 1995 applies to a regional local government as if:
 - a. The participants’ districts together made up a single district; and
 - b. The regional local government were the local government established for that district.

3. PURPOSE

The purpose of this memorandum of understanding is to affirm the partnership and collaboration of the seven local governments (Participants) and to further the shared aims as below.

The purpose for which NEWROC is established is to:

Provide a means for the Participants, through voluntary participation and the integration and sharing of resources to:

- a. Assess the possibilities and methodology of facilitating a range of projects, services and facilities on a regional basis under the themes of advocacy, community, economic, environment and governance;
- b. Promote, initiate, undertake, manage and facilitate under the themes of advocacy, community, economic, environment and governance;
- c. Promote productive effectiveness and financial benefit to the Participants where there are common and shared community of interest linkages;
- d. To take an active interest in all matters affecting the communities of the Participants with the view to improving, promoting and protecting them
- e. Be recognised as representing the view of community and business in the Participants.

Notes:

- f. In certain circumstances, a proposal may require the preparation of a business plan under the Act – see section 3.59;
- g. A proposal to undertake a “Project” and may only be undertaken in accordance with clause 8.

4. OBJECTIVES

The objectives of NEWROC shall be:

- a. To endeavour to enhance and assist in the advancement of the Region;
- b. To encourage cooperation and resource sharing on a regional basis;
- c. To respect the relationships a Participant holds within its community, with the state and federal governments and other entities it interacts with in the course of usual business.

5. THE COUNCIL

Appointment of members:

- a. A Participant is to appoint one member (delegate) of the Council of the Participant to be a member of the NEWROC Council.
- b. A Participant may appoint a first and a second delegate from the Council of the Participant who are able to attend the NEWROC meetings and who may act temporarily in place of either delegate of the NEWROC appointed by the Participant during any period in which the member of the NEWROC is unable by reason of illness, temporary absence from State, conflict of interest or for any other cause to perform the functions of the office.
- c. The Participant has one vote

Note:

Section 3.62(b) of the Act provides that a regional local government is to have, as its governing body, a Council established under the Memorandum of Understanding and consisting of members of the Councils of the Participants.

5.1 Tenure of members of NEWROC

A member of the NEWROC Council shall be appointed annually and shall hold office until either:

- a. The member ceases to be a member of the Council of the Participant or
- b. The member is removed by the Participant.

Note:

Section 2.32 and 2.33 of the Act set out circumstances in which the office of a member of a Councillor becomes vacant.

5.2 Election of Chair and Deputy Chair

The members of the NEWROC Council shall elect a Chair and a Deputy Chair at the first meeting of NEWROC Council following each local government election. The election of the Chair and Deputy Chair will be flexible to accommodate new Presidents or CEO's and structured accordingly e.g. term. The Chair and Deputy Chair shall be rotated accordingly:

Shire of Mt Marshall
Shire of Nungarin
Shire of Wyalkatchem
Shire of Koorda
Shire of Mukinbudin
Shire of Trayning
Shire of Dowerin

If the office of Chair or Deputy Chair becomes vacant then the members of the NEWROC Council shall elect a new Chair and Deputy Chair, as the case requires.

5.3 Tenure of Chair and Deputy Chair

The Chair and Deputy Chair hold office until:

- a. no longer eligible to be a member pursuant to clause 6.2;
- b. the election of a new Chair and a Deputy Chair pursuant to clause 6.3; or
- c. the incoming Chair and/or Deputy Chair are new members to NEWROC and do not wish to take on the role immediately.

5.4 Role of Chair

The Chair:

- a. Presides at meetings of the NEWROC Council;
- b. Carries out civic and ceremonial duties on behalf of NEWROC;
- c. Speaks on behalf of NEWROC to media;
- d. Advocates for the NEWROC on issues and projects of significance;
- e. Meets with stakeholders on behalf of the NEWROC, together with the NEWROC CEO and EO;
- f. Performs such other functions as are given to the Chair by the Act, any other written law or this Agreement; and
- g. Liaises with the CEO on NEWROC affairs and the performance of its functions.

Notes:

The role of the NEWROC Council is set out in section 2.7 of the Act.

The functions of the CEO are set out in section 5.41 of the Act.

The Chair may agree to the CEO speaking on behalf of the NEWROC – see section 5.41(f) of the Act.

5.5 Role of Deputy Chair

The Deputy Chair may perform the functions of Chair if;

- a. The office of Chair is vacant; or
- b. The Chair is not available or is unable or unwilling to perform the functions of Chair,

5.6 Role of members of NEWROC Council

- a. Achievement of the NEWROC purpose
- b. Strategic direction of the NEWROC and its management;
- c. Oversee the delivery of the annual implementation plan;
- d. Work cooperatively with other members;
- e. Support the involvement of CEO's and senior staff in the NEWROC;
- f. Promote the NEWROC;
- g. Represent the interests of the electors and residents of the Region;
- h. Facilitate communication between the community of the Region and NEWROC;
- i. Participate in NEWROC's decision-making processes at meetings of the NEWROC and its committees;
- j. Represent and undertake actions on behalf of NEWROC as authorised by the NEWROC Council;
- k. Form sub committees of the NEWROC; and
- l. Perform such other functions as are given to the member by the Act or any other written law.

5.7 Role of the NEWROC Executive

The role of the Executive is to:

- a. Assist in the achievement of the NEWROC purpose;
- b. Assist in the strategic direction of the NEWROC and its management;
- c. Identify opportunities and advocacy for the NEWROC Council;
- d. Participate in NEWROC's decision-making processes at Executive meetings of the NEWROC;
- e. Represent and undertakes actions as directed by the NEWROC Council;
- f. Assist to ensure the advice and information is available to the NEWROC Council so that informed decisions can be made;
- g. Perform such other functions as are given by the NEWROC Council.

5.8 Role of CEO of NEWROC

The NEWROC CEO is to be from the Council that holds the Chair role and shall be rotated accordingly:

Shire of Mt Marshall
 Shire of Nungarin
 Shire of Wyalkatchem
 Shire of Koorda
 Shire of Mukinbudin
 Shire of Trayning
 Shire of Dowerin

If the NEWROC CEO position becomes vacant then the members of the NEWROC Council shall elect a new NEWROC CEO, as the case requires.

The role of the CEO is to:

- a. Advise the council in relation to functions of the NEWROC Council;

- b. Ensure the advice and information is available to the NEWROC Council so that informed decisions can be made;
- c. Cause the NEWROC Council decisions to be implemented;
- d. Together with the NEWROC Chair, meets with stakeholders on behalf of the NEWROC;
- e. Liaise with the NEWROC Chair and NEWROC Executive Officer on the affairs of the NEWROC;
- f. Manage the NEWROC Executive Officer;
- g. Ensure that records and documents of the NEWROC are properly kept (delegated to the Executive Officer);
- h. Be the signatory to NEWROC bank accounts and oversees finances; and
- i. Perform any other function specified or delegated by the NEWROC Council.

5.9 Role of the Executive Officer of the NEWROC

The role of the Executive Officer is to:

- a. Action NEWROC Council and NEWROC Executive decisions;
- b. Keep the accounts of the NEWROC in order and receive all monies;
- c. Adhere to all financial and legal responsibilities;
- d. Custody of all books, documents, records and registers of the NEWROC;
- e. Assist in implementing the Strategic Plan;
- f. Compile agendas, minutes, grant applications, discussion papers, project plans (including implementation)
- g. Foster partnerships;
- h. Undertake regular communication within the NEWROC and to key stakeholders;
- i. Undertake any other function as specified or directed by the NEWROC Council, Chair or CEO.

6. FINANCIAL CONTRIBUTIONS

6.1 Financial Year

The financial year of the NEWROC is 12 months from July 1

6.2 Annual membership

Each Participant shall make an annual contribution towards the amount necessary to meet the deficiency, if any, disclosed in the annual budget of NEWROC, which contribution shall be in the following proportions:

Shire of Koorda	-	1/7th
Shire of Mt Marshall	-	1/7th
Shire of Mukinbudin	-	1/7th
Shire of Nungarin	-	1/7th
Shire of Trayning	-	1/7th
Shire of Wyalkatchem-		1/7th
Shire of Dowerin -		1/7th

6.3 Additional contributions

Where the NEWROC Council determines that the Participants will make any contribution (other than the annual contribution) including, without limitation, any contribution towards the acquisition of any asset of a capital nature, then the Participants will make those contributions in the same proportions as set out in clause 6. The contributions so determined shall be as disclosed in the budget of NEWROC for each financial year

6.4 Manner of Payment

The contributions shall be paid by each Participant to NEWROC in the manner determined by the NEWROC Council.

6.5 Late Payment

Unless otherwise agreed, if a Participant fails to pay to NEWROC a sum of money owing under this clause on or before the due date for payment, that Participant must, in addition to the sum of money due and payable, pay to NEWROC, interest at the overdraft rate charged by NEWROC's bank on amounts of the same size as the unpaid sum, calculated from and including the due date of payment to but excluding the actual date of payment.

6.6 Winding Up of NEWROC Project

The NEWROC Council may resolve to wind up a Project. An absolute majority vote will be required by the NEWROC Council to resolve to wind up any Project.

6.7 Division of Assets

If a Project is to be wound up and there remains, after satisfaction of all its debts and liabilities, any property and assets of the Project then the property and assets shall be realised and the proceeds along with any surplus funds shall be divided among the Project Participants in the proportions referred to in the Project Plan.

Clause 6.6 shall not apply where the Project Participants advise NEWROC that a realisation of the property and assets is not necessary.

6.8 Division of Liabilities

If a Project is to be wound up and there remains any liability or debt in excess of the realised property and assets of the Project then the liability or debt is to be met by the Project Participants in the proportions referred to in the original agreement.

6.9 Indemnification by Project Participants of NEWROC

If a Project is wound up then the Project Participants shall indemnify NEWROC (in the proportions referred to in the original plan) with respect to that liability or debt.

7. TERM AND TERMINATION

7.1 Winding up by Agreement

The Participants may, by agreement, wind up NEWROC.

7.2 Extension of Agreement

The Participants may, by agreement, extend the term of NEWROC.

7.3 Term of Agreement

Unless otherwise wound up or extended, this Agreement will terminate on 30 June 2025

7.4 Division of assets

If NEWROC is to be wound up and there remains, after satisfaction of all its debts and liabilities, any property and assets of NEWROC then the property and assets shall be realised and the Proceeds along with any surplus funds shall be divided among each of the Participants in the same proportions as the contributions of a particular Participant to the assets of NEWROC bear to the total of such contributions by all Participants. Division of assets to be realised at the end of the financial year plus any other project commitments.

7.5 Division of liabilities

If NEWROC is to be wound up and there remains any liability or debt in excess of the realised property and assets of NEWROC then the liability or debt is to be met by each of the Participants in the same proportions as the contributions of a particular Participant to the assets of NEWROC bear to the total of such contributions by all Participants.

8. WITHDRAWAL OF A PARTICIPANT

8.1 Withdrawal

The minimum term of membership is three years – aligned to the NEWROC MoU signing date. No withdrawal can take place during this period. If a Participant intends to withdraw at the end of the three year MoU they must give notice advising the NEWROC of their intent to withdraw from the NEWROC.

8.2 When Withdrawal to Take Effect

Withdrawal will take effect as from 30 June next following.
The NEWROC Council may reinstate by absolute majority the membership of a former Participant once they have cleared all debts owed to the NEWROC

8.3 Entitlement or Liability of Withdrawing Participant

As soon as practicable following withdrawal taking effect on 30 June NEWROC shall distribute to the Participant an amount equal to the proceeds and any surplus funds which would have been payable if NEWROC was wound up; or

Be entitled to recover from the Participant an amount equal to the liability or debt which would be payable by the Participant if the NEWROC was wound up, as the case may be.

8.4 Participants May be Required to Pay Distribution

If the NEWROC is unable to meet the distribution from funds on hand then, unless the NEWROC decides otherwise, the Participants (other than the Participant that has withdrawn) shall pay the distribution in the proportions equal to their respective equities in the NEWROC.

9. ADMITTING NEW MEMBERS

Section 3.65 of the Local Government Act 1995 is to apply.

Prospective new members may be admitted by a decision of the NEWROC Council and shall be required to contribute to NEWROC a sum determined by the NEWROC Council that is described as "the entry sum" and in addition a sum equal to the current year's contribution schedule or such other sum agreed to by the NEWROC Council.

Note:

This Memorandum of understanding can be amended to include another local government as a party to the amending agreement – see section 3.65(2) of the Act.

10. BORROWINGS

NEWROC is not permitted to borrow funds.

Notes:

Section 3.66 (4) of the Act provides that Part 6, Division 5, subdivision 3 does not apply in relation to a regional local government unless the Memorandum of Understanding provides that it does.

Part 6, Division 5, subdivision 3 of the Act deals with borrowings and includes the power to borrow and restrictions on borrowings.

11. DISPUTE RESOLUTION

11.1 Dispute

In the event of any dispute or difference ('dispute') arising between the Participants and NEWROC or any of them at any time as to any matter or thing arising under or in connection with this Memorandum of Understanding, then a Participant or NEWROC may give to the other Participants and NEWROC (as the case may be) notice in writing ('dispute notice') adequately identifying the matters, the subject of the dispute, and the giving of the dispute notice shall be a condition precedent to the commencement by any Participant or NEWROC of proceedings (whether by way of litigation or arbitration) with regard to the dispute as identified in the dispute notice.

11.2 Arbitration

At the expiration of 25 business days from the date of sending the dispute notice, the Participant or NEWROC giving the dispute notice may notify the others in writing ('arbitration notice') that it requires the dispute to be referred to arbitration and the dispute (unless meanwhile settled) shall upon receipt of the arbitration notice by the recipients then be and is hereby referred to arbitration under and in accordance with the provisions of the Commercial Arbitration Act 1985.

11.3 Legal Representation

For the purposes of the Commercial Arbitration Act 1985, the Participants consent to each other and to NEWROC being legally represented at any such arbitration.

12. INTERPRETATION

In this Memorandum of Understanding unless the context requires otherwise:

Words importing the singular include the plural and vice versa;

Words importing any gender include the other gender;

References to persons include corporations and bodies politic;

References to a person include the legal personal representatives, successors and assigns of that person;

A reference to a statute, ordinance, code or other law includes regulations and other statutory instruments under it and consolidations, amendments, re-enactments or replacements of any of them (whether of the same or any other legislative authority having jurisdiction);

References to this or any other document include the document as varied or replaced, and not withstanding any change in the identity of the parties;
References to writing include any mode of representing or reproducing words in tangible and permanently visible form, including confirmed facsimile transmission and email with receipt confirmation;
An obligation of two or more parties shall bind them jointly and severally;
If a word or phrase is defined cognate words and phrases have corresponding definitions;
An obligation incurred in favour of two or more parties shall be enforceable by them jointly and severally;
Reference to anything (including, without limitation, any amount) is a reference to the whole or any part of it and a reference to a group of things or persons is a reference to any one or more of them;

12.1 Headings and footnotes

Headings and footnotes shall be ignored in construing this Memorandum of Understanding.

Time - References to time are to local time in Perth, Western Australia;
Where time is to be reckoned from a day or event, such day or the day of such event shall be excluded.

13. AMENDMENT TO MEMORANDUM OF AGREEMENT

The Participants may amend this Memorandum of Understanding by unanimous consent,

Note:

1. Refer section 3.65(1) of the Act.

EXECUTED by the Parties

PARTICIPANT	Date of resolution to enter this Memorandum of Understanding
Shire of Dowerin	
Shire of Koorda	
Shire of Mt Marshall	
Shire of Mukinbudin	
Shire of Nungarin	
Shire of Trayning	
Shire of Wyalkatchem	

THE COMMON SEAL of SHIRE OF DOWERIN was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF KOORDA was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF MT MARSHALL was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF MUKINBUDIN was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF NUNGARIN was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF TRAYNING was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF WYALKATCHEM was hereunto affixed in the presence of:

President

Chief Executive Officer

WE VALUE AND ENCOURAGE YOUR FEEDBACK

The Shire of Koorda is committed to continuing to review our service provision to ensure it's ongoing effectiveness and efficiency.

The Shire of Koorda strongly believes in accountability for its actions and encourages feedback on how its services can be improved and what is important to you.

Feedback can be provided in writing to: Chief Executive Officer, Shire of Koorda, PO Box 20, Koorda WA 6475 or ceo@koorda.wa.gov.au

OUR MISSION

To provide leadership, direction and opportunities for the community through:

- Respecting the points of view of individuals and groups;
- Building on existing community involvement;
- Encouraging community leadership;
- Promoting resilience, self-reliance and initiative;
- Recognising and celebrating achievement;
- Supporting the principles of social justice; and
- Acknowledging the value of staff and volunteers.



“ CONTACT US

For all compliments, suggestions, concerns or complaints please contact:

Shire of Koorda
Chief Executive Officer



Email:
shire@koorda.wa.gov.au
Web:
www.koorda.wa.gov.au



Phone:
08 9684 1219



In Person:
10 Haig St, Koorda



Post:
Shire of Koorda
PO BOX 20
Koorda WA 6475



Shire of
Koorda

Drive in, stay awhile

CUSTOMER SERVICE CHARTER

Monday - Friday
9.00am - 4.00pm

CUSTOMER SERVICE CHARTER

The Shire of Koorda is committed to providing the highest standard possible to all of our customers and visitors. Our employees are committed to providing high quality service through access to consistent, accurate and relevant advice and information.

Our Customer Service Charter states our commitment to you, our customer, how we will work both for and with you to meet your needs and expectations.

We are committed to customer service that:

- *is guided by our organisation's values;*
- *is considerate of our customers needs and preferences;*
- *is delivered by skilled, motivated and courteous staff.*

CUSTOMER SERVICE STANDARDS

Our reception area will be:

- A clean and tidy, smoke free, safe environment;
- Accessible and welcoming; and
- Staffed during business hours.

At all times our employees will:

- Identify themselves;
- Listen carefully to what you have to say;
- Be helpful, polite and courteous;
- Follow through on any commitments they make; and
- Value and encourage your feedback.

Our information will be:

- Easy to access;
- Accurate and consistent; and
- Relevant and practical.

Our actions will:

- Be fair and impartial;
- Be completed within a specified timeframe; and
- Take your individual needs into consideration.

OUR COMMITMENT

We will:

- Answer telephone calls promptly and respond to telephone messages by the end of the next working day;
- Respond to verbal queries within 5 working days;
- Respond to written queries or complaints within 10 working days;
- Update you on the progress of your query or complaint if a delay is likely;
- Acknowledge and rectify when an error has occurred; and
- Honour the Shire of Koorda's Code of Conduct.

OUR EXPECTATIONS OF THE CUSTOMER

To make our job easier in providing exceptional service, we ask our customers to:

- Treat Council Officers with courtesy and respect;
- Provide accurate and complete details;
- Recognise that we may not have the authority to deal with your request/concern, and may need to refer it on; and
- Contact us to make an appointment in relation to a complex enquiry or a need to see a specific officer.

Abusive Customers:

- Where the customer is personally abusive or uses bad language, the communication may be terminated immediately by the Officer;
- If face to face, the Officer may walk away;
- If by telephone, the Officer may terminate the call;
- If in an email and deemed vexatious, the customer may be blocked or not responded to;
- The CEO may decide to limit or cease communications with any person who is abusive or derogative in their communication with Council or who fails to accept that Council has exhausted all avenues to assist;
- A decision of this nature will be communicated in writing to the person by the CEO; and
- If an officer feels threatened by the language or behaviour of the customer, the Police may be notified.

WE VALUE AND ENCOURAGE YOUR FEEDBACK

COMPLAINTS

A complaint is an expression of dissatisfaction with a decision, level or quality of service, or behaviour of an employee or agent, which can be investigated and acted upon where no right of appeal or review is available under any other legislation.

A complaint is not:

- A request for service (unless there was no response to a first request for service);
- A request for information or an explanation of a policy or procedure;
- Disagreement with a policy of the Council;
- An appeal or request for an internal or external review of a decision for which a structured process applies, other than that made as the result of a complaint; and
- An expression concerning the general direction and performance of Council or its Councillors.

If you are dissatisfied with the level or quality of service we have provided you with, let us know. Complaint resolution is an integral part of our continuous improvement process.

In handling your complaint we will:

- *Ensure that every effort will be made resolving your complaint as soon as possible; and*
- *Ensure that you will be contacted and advised of the course of action to be taken in a timeframe of 5 business days.*

14. OFFICER'S REPORTS – WORKS & ASSETS

Cr Jannah Stratford

Financial – A shareholder in CBH Ltd (CBH) (as grower member/farmer) who holds one share valued at \$2.00 in CBH, a non-distributing co-operative governed under the Co-operatives Act 2009, and which is also a registered charity.

Cr Gary Greaves

Financial - A shareholder in CBH Ltd (CBH) (as grower member/farmer) who holds one share valued at \$2.00 in CBH, a non-distributing co-operative governed under the Co-operatives Act 2009, and which is also a registered charity.

Cr Gina Boyne

Financial - Closely associated (spouse) with a shareholder in CBH Ltd (CBH) (as grower member/farmer) who holds one share valued at \$2.00 in CBH, a non-distributing co-operative governed under the Co-operatives Act 2009, and which is also a registered charity.

Cr Kurt Fuchsbichler

Financial - A shareholder in CBH Ltd (CBH) (as grower member/farmer) who holds one share valued at \$2.00 in CBH, a non-distributing co-operative governed under the Co-operatives Act 2009, and which is also a registered charity.

Cr Nicholas Chandler

Financial – Employee of CBH.

Due to a potential loss of a quorum resulting from the above financial interest disclosures, the Acting CEO has applied for statutory participation approval for Councillors Stratford, Greaves, Boyne, and Fuchsbichler under s5.69(3) of the Local Government Act 1995 so that item 14.1 may be addressed at this meeting.

Accordingly, Approval is granted to Cr Gina Boyne, Cr Jannah Stratford, Cr Gary Greaves and Cr Kurt Fuchsbichler to fully participate in the discussion and decision making relating to the following agenda item at the Shire's Ordinary Council Meeting, on 18 December 2023, as follows:


14.1. CLOSURE OF STOCKYARD ROAD RESERVE, KOORDA

Conditions of the approval:

1. The approval is only valid for the 18 December 2023 Ordinary Council Meeting when agenda item 14.1 is considered;
2. The above-mentioned councillors must declare the nature and extent of their interests at the abovementioned meeting when the matter is considered, together with the approval provided;
3. The Chief Executive Officer (CEO) is to provide a copy of the Department of Local Government, Sport and Cultural Industries (DLGSC's) letter of approval to the abovementioned councillors;
4. The CEO is to ensure that the declarations, including the approval given and any conditions imposed, are recorded in the minutes of the abovementioned meeting, when the item is considered;
5. The CEO is to provide a copy of the confirmed minutes of the abovementioned meeting to DLGSC, to allow DLGSC to verify compliance with the conditions of this approval; and
6. The approval granted is based solely on the interests disclosed by the abovementioned councillors, made in accordance with the application. Should other interests be identified, these interests will not be included in this approval and the financial interest provisions of the Act will apply.

6.47pm - Cr NJ Chandler withdrew from the Chambers and thus did not participate in discussion or vote on item 14.1.

14.1. Closure of Stockyard Road Reserve, Koorda

Governance and Compliance		
Date	9 November 2023	
Location	Not applicable	
Responsible Officer	Lana Foote, Acting Chief Executive Officer	
Author	As above.	
Legislation	<i>Land Administration Act 1997</i>	
Disclosure of Interest	Nil	
Purpose of Report	<input checked="" type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
Attachments	14.1a - Letter Requesting Closure of Stockyard Road 14.1b - Proposed Stockyard Road Closure Location Plan	

Background:

An application (Attachment 14.1a of this item) has been received from Co-Operative Bulk Handling (CBH) to close Stockyard Road, Koorda, which runs through their Koorda Receiving Site.

A location map is included as Attachment 14.1b of this item.

Comment:

The proposal is to close the whole portion of Stockyard Road, from the Koorda-Cadoux Road, through the CBH site and to the Koorda-Dowerin Road, as shown in red on Attachment 14.1b. The estimated area of land is 3.327 hectares.

The purpose of this request is to undertake the official closure of the subject road reserve, enabling CBH to proceed with the purchase and amalgamation of the subject land into the adjoining Lot 21 on Deposited Plan 46674.

It is noted that the closure of the subject road reserve will result in two neighbouring freehold lots losing their road frontage, description below:

1. Lot 255 on Plan 180072 – Reserve with a management order from PTA, and CBH currently holds a 99-year lease.
2. Lot 50 on Deposited Plan 010617 – Owned by the State of Western Australia, and like Lot 20984, no formal legal tenure information is available.

Consultation:

Darren West, Works Supervisor.
Paul Bashall, Planwest

Statutory Implications:

Section 58 of the *Land Administration Act 1997* applies to this matter.

The process for a local government to close a road reserve is:

1. Council decides at Council meeting to consider closing a road.
2. Council advertises its intention to consider closing a road in local newspaper circulating in the district, giving a period of notice to provide submissions.
3. Council would write to advise service agencies of the road closure. This could include PTA, Landgate, WAPC, Water Corporation, Western Power, Telstra, the DMIRS and the Department of Lands. Notice would normally also be provided to adjacent or nearby local land owners.

4. Council makes a decision to close the road. This must be at least 35 days after the notice was publicised in the local newspaper. Any objections must be considered by Council.
5. Council writes to the Minister (with plans of road to be closed, copies of advice to service agencies, copy of the Council minutes, copies of any submissions, any other relevant information) requesting closure of road.

Policy Implications:

Nil

Strategic Implications:

Shire of Koorda Integrated Strategic Plan 2022

Type

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)	Land Administration Act and road closure procedures
Action (Treatment)	Nil
Risk Rating (after treatment)	Adequate

Financial Implications:

Nil

Voting Requirements:

Simple Majority Absolute Majority

Officer Recommendation

RESOLUTION 211223

Moved Cr GW Greaves

Seconded Cr KM Burrell

That Council consider closing the entire portion of Stockyard Road, from Koorda-Cadoux Road to Koorda-Dowerin Road, as show on the plan included in Attachment 14.1b of this item.

CARRIED: 6/0

FOR: Cr JM Stratford, Cr GW Greaves, Cr NJ Chandler, Cr GL Boyne, Cr KM Burrell, Cr CL Nairn, Cr KA Fuchsbichler

6.52pm - Cr NJ Chandler re-joined the meeting and the Presiding person advised him of the outcome to item 14.1.

PUBLIC COMMENT INVITED: Proposed Permanent Road Closure, Stockyard Road, Koorda

Published on Tuesday, 23 January 2024 at 3:45:36 PM

The Shire of Koorda (Shire) invites public comment on the proposed closure of the Stockyard Road reserve in Koorda.

The proposed road closure has been requested to undertake the official closure of the subject road reserve, enabling CBH to proceed with the purchase and amalgamation of the subject land into the adjoining Lot 21 on Deposited Plan 46674.

A plan depicting the proposed closure can be viewed below.

Any person who wishes to comment is required to include the property affected with the submission comments to:

Online: via the online form below

By Email: shire@koorda.wa.gov.au

By Post: Chief Executive Officer, Shire of Koorda, PO Box 20, Koorda WA 6475

In person: Shire of Koorda, 10 Haig Street, Koorda

Comments should be received on or before Thursday, 7 March 2024.

Proposed Stockyard Road, Koorda - Closure Location Plan

December 2023 Council Minutes

Web Forms - Community Consultation on Stockyard Road Closure —
Submission Form

Attachment C - Schedule of Submissions

Sub No DATE	SUBMITTOR	SUMMARY OF SUBMISSION	COMMENT	RECOMMENDATION
1 2/02/2024	Water Corporation	No objection, however, WC assets must be cut and capped and relocated to public land prior to closure	This must occur at CBH expense prior to closure	Advise CBH to liaise with WC regarding works to be completed.
2 6/02/2024	DWER	No objections and no further comments	Noted	To note the submission
3 7/02/2024	DPIRD	No objection	Noted	To note the submission
4 8/02/2024	Main Roads WA	No comments	Noted	To note the submission

Lana Foote

Subject: RE: PLA300124 PUBLIC COMMENT INVITED by 7 March 2024: Proposed Permanent Road Closure, STOCKYARD ROAD, KOORDA
Attachments: PLA162880 - Lot 198 NORTH RD, MIRA MAR.pdf

From: Aaron Pittard <Aaron.Pittard@watercorporation.com.au>
Sent: Friday, 2 February 2024 7:40 AM
To: Lana Foote <dceo@koorda.wa.gov.au>
Subject: RE: PLA300124 PUBLIC COMMENT INVITED by 7 March 2024: Proposed Permanent Road Closure, STOCKYARD ROAD, KOORDA

You don't often get email from aaron.pittard@watercorporation.com.au. [Learn why this is important](#)

Good morning,

Thank you for your enquiry regarding - **Proposed Permanent Road Closure, STOCKYARD ROAD, KOORDA**

Please note that the Water Corporation raise objection to the Proposed Permanent Road Closure, STOCKYARD ROAD, KOORDA.

Be advised Water Corporation do not allow water mains to be located within private property. Therefore, Water Corporation requires these assets to be cut and capped, to be located within public land prior to the occurrence of road closure.

I have attached a mark-up plan highlighting the portion of reticulated water main located within the portion of road subject to this enquiry.

Please contact me on the details below with any further enquiries.

Kind regards,

Aaron Pittard (he/him)
Advisor – Infill Development
Development Services

E Aaron.Pittard@watercorporation.com.au
T (08) 9420 2077



Water Corporation acknowledges the Traditional Owners throughout Western Australia and their continuing connection to the land, water and community. We pay our respects to all members of the Aboriginal communities and their cultures and to Elders past, present and emerging.

Submission 1 - Water Corporation (Email Attachment)



© Copyright 2005 Water Corporation

The Water Corporation has taken due care in the preparation of the data comprised on this map but accepts no responsibility for any inaccuracy of facility, cadastral or other information provided nor inappropriate use of this information. The user of this information should be aware that the information displayed hereon is for general information only and should not be relied upon for any specific purpose. The Water Corporation should be advised of any intention to carry out any physical works and any inaccuracies are found with this information please contact the Help Desk on (08) 9420 3090.

Lana Foote

Subject: RE: PUBLIC COMMENT INVITED by 7 March 2024: Proposed Permanent Road Closure, STOCKYARD ROAD, KOORDA
Attachments: FW: Department of Water and Environmental Regulation referral Email Address

From: Jim Mackintosh <jim.mackintosh@dwer.wa.gov.au>
Sent: Tuesday, 6 February 2024 12:34 PM
To: Lana Foote <dceo@koorda.wa.gov.au>; Shire of Koorda <shire@koorda.wa.gov.au>
Subject: RE: PUBLIC COMMENT INVITED by 7 March 2024: Proposed Permanent Road Closure, STOCKYARD ROAD, KOORDA

Some people who received this message don't often get email from jim.mackintosh@dwer.wa.gov.au. [Learn why this is important](#)

OFFICIAL

OFFICIAL

Dear Shire of Kooda,

Thank you for the above referral. The Department of Water and Environmental Regulation has considered the proposal and has no objections and no further comments.

Please note the attached email which provides details of the correct address to send referrals.

Regards

Jim Mackintosh

Department of Water and Environmental Regulation

Program Manager

Swan Avon Region

Planning Advice Section

T 08 6250 8043 |

E jim.mackintosh@dwer.wa.gov.au

Visit our website www.dwer.wa.gov.au



Department of
**Primary Industries and
Regional Development**

Your reference: Stockyard Road,
Koorda

Our reference: LUP 1798

Enquiries: Grant Stainer

Lana Foote
Acting Chief Executive officer
Shire of Koorda
PO Box 20
Koorda, WA 6475
shire@koorda.wa.gov.au
dceo@koorda.wa.gov.au

Date: 7 February 2024

Dear Ms Foote,

Proposed Permanent Road Closure, Stockyard Road, Koorda

Thank you for inviting the Department of Primary Industries and Regional Development (DPIRD) to comment on the above proposal.

DPIRD does not object to the proposal to close Stockyard Road Koorda. The closure of the road is likely to facilitate CBH's operations, thereby benefiting the agricultural industry.

For more information, please contact Grant Stainer on 90813 113 or grantley.stainer@dpird.wa.gov.au

Yours sincerely,

Tim Overheu

**Acting Director, Agriculture Resource Management Assessment
Sustainability and Biosecurity**

Lana Foote

Subject: RE: PUBLIC COMMENT INVITED by 7 March 2024: Proposed Permanent Road Closure, STOCKYARD ROAD, KOORDA

From: Jim Garrett <jim.garrett@mainroads.wa.gov.au>

Sent: Thursday, 8 February 2024 9:25 AM

To: Lana Foote <dceo@koorda.wa.gov.au>

Subject: RE: PUBLIC COMMENT INVITED by 7 March 2024: Proposed Permanent Road Closure, STOCKYARD ROAD, KOORDA

You don't often get email from jim.garrett@mainroads.wa.gov.au. [Learn why this is important](#)

Good Morning Lana,

Main Roads W.A. have no comments on the closure of the Stockyard Road reserve.

Regards

Jim Garrett

Network Operations Coordinator

Wheatbelt Region

Regional Operations

Tel: +61 8 9622 4733



Main Roads acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present