



PUBLIC ATTACHMENTS

Audit Committee Meeting

28 February 2024

Index of findings	Potential impact on audit opinion	Rating			Prior year finding
		Significant	Moderate	Minor	
1. Accounts payable suspense account	No - Control		✓		✓

Key to ratings

The Ratings in this management letter are based on the audit team's assessment of risks and concerns with respect to the probability and/or consequence of adverse outcomes if action is not taken. We give consideration to these potential adverse outcomes in the context of both quantitative impact (for example financial loss) and qualitative impact (for example inefficiency, non-compliance, poor service to the public or loss of public confidence).

- Significant** - Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating could indicate the need for a modified audit opinion in the current year, or in a subsequent reporting period if not addressed. However, even if the issue is not likely to impact the audit report, it should be addressed promptly.
- Moderate** - Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.
- Minor** - Those findings that are not of primary concern but still warrant action being taken.

1. Accounts payable suspense account

Finding

The Shire had one suspense account which amounted to \$5,916.20 at 30 June 2023 which arose mainly from miscellaneous payments received to the Shire with no information provided on what the payments related to. The Shire has performed various initiatives to reduce this balance by ensuring that all receipts have adequate descriptions and reference numbers, however, there has been an increase in the amount of unidentified receipts being received by the Shire and those receipts are recognised in the suspense account.

When the finding was first raised in 2021-22, the suspense account at 30 June 2022 amounted to \$2,400.30.

Rating: Moderate (2022: Minor)

Implication

The suspense account balance (if not reconciled on a timely basis) will continue to grow and there is an increased risk that the reconciliation will become onerous. In addition, there is an increased risk of fraud as the funds are unaccounted for.

Recommendation

We recommend that the reconciliation of accounts payable suspense accounts be performed on a timely basis where possible.

The Shire should remind people to include an adequate description when they make payments to the Shire.

Management comment:

Whilst acknowledging the finding, this same recommendation was provided in 21-22 which the shire has implemented both. The shire is reconciling through maintaining a historical list of revenue received that cannot be allocated to a specific rate account because of the lack of detail provided in the remittance advice.

It is not agreed of an increase of fraud due to the overall audit outcome which indicated satisfactory controls are in place, making this slightly contradictory.

The shire will continue to educate the public making payments and ascertain the cost of implementing a BPay system which may reduce this balance but at this point, and as indicated by the same recommendation provided by in consecutive financial years, cannot guarantee if this balance will increase or decrease.

Responsible person: Colin Ashe, Deputy Chief Executive Officer
Completion date: 23 November 2023



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SHIRE OF VICTORIA PLAINS

MONTHLY FINANCIAL REPORT

For the Period Ending 31 January 2024

PUBLIC ATTACHMENT 3

SHIRE OF VICTORIA PLAINS
MONTHLY FINANCIAL REPORT
For the Period Ending 31 January 2024
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SHIRE OF VICTORIA PLAINS

STATEMENT OF COMPREHENSIVE INCOME

For the Period Ending 31 January 2024

BY PROGRAM

	Annual Budget	Amended Budget	YTD Budget	YTD Actual
Note	\$		\$	\$
Revenue				
General Purpose Funding	4,124,880	3,668,264	3,655,825	3,625,214
Governance	67,452	67,452	67,452	85,847
Law, Order & Public Safety	520,285	548,285	231,549	200,474
Health	350	350	264	1,442
Educations & Welfare	30,000	30,000	30,000	46,965
Housing	68,110	68,110	39,725	40,920
Community Amenities	426,352	426,352	383,310	390,445
Recreation & Culture	12,243	12,243	7,542	5,815
Transport	7,762,130	7,875,130	2,449,916	2,411,307
Economic Services	10,350	10,350	6,789	27,380
Other Property & Services	15,000	15,000	9,581	19,344
	13,037,152	12,721,536	6,881,953	6,855,153
Expenses				
General Purpose Funding	(613,381)	(193,070)	(115,973)	(113,560)
Governance	(193,070)	(650,177)	(455,848)	(483,987)
Law, Order & Public Safety	(1,022,827)	(994,711)	(508,044)	(408,761)
Health	(136,801)	(136,801)	(77,156)	(77,624)
Educations & Welfare	(129,341)	(129,341)	(92,442)	(152,404)
Housing	(280,077)	(288,271)	(165,481)	(173,626)
Community Amenities	(617,560)	(617,560)	(391,950)	(386,425)
Recreation & Culture	(708,030)	(710,535)	(465,917)	(431,491)
Transport	(5,318,571)	(5,346,691)	(3,085,594)	(2,442,800)
Economic Services	(337,891)	(337,891)	(195,825)	(184,555)
Other Property & Services	(116,284)	(116,283)	(109,968)	(132,060)
	(9,473,833)	(9,521,331)	(5,664,198)	(4,987,293)
Net Result for the period	3,563,319	3,200,205	1,217,755	1,867,860

SHIRE OF VICTORIA PLAINS
STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024

	Note	Annual Budget \$	Amended Budget	YTD Budget \$	YTD Actual \$
Opening Funding Surplus / (Deficit)		(12,763)	890,286	890,286	890,286
Revenue from Operating Activities					
Rates		3,542,666	3,542,666	3,512,666	3,507,082
Grants, subsidies and contributions	10b	1,047,098	590,482	370,092	405,805
Fees and charges		222,749	222,749	172,614	184,246
Interest Revenue		58,019	58,019	34,096	75,564
Other revenue		151,218	151,218	120,770	121,292
Profit on disposal of assets	6a	58,952	58,952	58,952	51,553
		5,080,703	4,624,086	4,269,190	4,345,542
Expenditure from Operating Activities					
Employee costs		(2,307,701)	(2,254,902)	(1,462,541)	(1,272,058)
Materials and contracts		(2,347,190)	(2,444,984)	(1,562,353)	(1,416,161)
Utility charges		(132,393)	(132,393)	(69,772)	(75,977)
Depreciation on non-current assets		(4,273,564)	(4,273,565)	(2,492,922)	(1,998,603)
Finance Costs (Interest)		(70,511)	(70,511)	(39,702)	(20,221)
Insurance expenses		(189,840)	(189,841)	(170,837)	(162,471)
Other expenditure		(75,610)	(78,110)	(40,612)	(41,800)
Loss on disposal of assets	6a	(77,025)	(77,025)	-	-
		(9,473,834)	(9,521,331)	(5,838,739)	(4,987,292)
Excluded Non-cash Operating Activities					
Depreciation and amortisation		4,273,564	4,273,565	2,492,922	1,998,603
(Profit) / loss on asset disposal	6a	(18,073)	(18,073)	(58,952)	(51,553)
Receivables for employee related provisions		-	-	-	(4,239)
Accrued Interest on Loans		-	-	-	(27,424)
Net Amount from Operating Activities		(137,640)	(641,753)	864,422	1,273,637
Investing Activities					
Capital Grants, subsidies and contributions	10a	7,956,450	7,956,450	2,524,369	2,509,612
Proceeds from disposal of assets	6b	251,000	251,000	55,000	70,454
Land and buildings	7	(227,000)	(227,000)	(65,000)	(57,419)
Plant and equipment	7	(978,274)	(978,274)	(290,000)	(275,104)
Furniture and equipment	7	(47,000)	(50,800)	(15,800)	(15,800)
Infrastructure - roads	7	(7,200,780)	(7,200,780)	(3,378,655)	(3,414,820)
Infrastructure - other	7	(426,002)	(435,111)	(155,141)	(150,947)
Net Amount from Investing Activities		(671,606)	(684,515)	(1,325,227)	(1,334,023)
Financing Activities					
Proceeds from self supporting loans	8	21,598	21,598	-	-
Proceeds from Long Term Borrowings		-	-	-	-
Repayment of borrowings	8	(268,431)	(268,431)	(132,209)	(132,209)
Transfer from reserves	5	1,102,480	1,102,480	-	-
Transfer to reserves	5	(92,526)	(92,526)	(19,119)	(19,119)
Net Amount from Financing Activities		763,121	763,121	(151,327)	(151,327)
Closing Funding Surplus / (Deficit)	1	(58,888)	327,139	278,153	678,573

SHIRE OF VICTORIA PLAINS
STATEMENT OF FINANCIAL POSITION
For the Period Ending 31 January 2024

	Note	2024	2023
		\$	\$
CURRENT ASSETS			
Cash and cash equivalents	2	1,499,648	2,252,544
Trade and other receivables	4a	421,655	154,003
Other financial assets	2	1,280,261	1,254,432
Inventories		26,605	8,280
Other assets		202,783	202,783
TOTAL CURRENT ASSETS		3,430,951	3,872,041
NON-CURRENT ASSETS			
Trade and other receivables	4b	10,996	10,996
Other financial assets		181,641	181,641
Property, plant and equipment		12,270,381	12,258,108
Infrastructure		126,458,540	124,574,226
TOTAL NON-CURRENT ASSETS		138,921,558	137,024,971
TOTAL ASSETS		142,352,509	140,897,012
CURRENT LIABILITIES			
Trade and other payables	9a	78,070	326,566
Other liabilities	9b	1,212,823	1,212,823
Borrowings	8	136,479	296,111
Employee related provisions		166,624	166,624
TOTAL CURRENT LIABILITIES		1,593,996	2,002,124
NON-CURRENT LIABILITIES			
Borrowings	8	1,580,806	1,580,806
Employee related provisions		32,652	36,891
TOTAL NON-CURRENT LIABILITIES		1,613,459	1,617,697
TOTAL LIABILITIES		3,207,455	3,619,821
NET ASSETS		139,145,051	137,277,191
EQUITY			
Retained surplus		13,324,131	13,324,131
Net Result - Comprehensive Income		1,867,860	
Transfer to /from Reserves	5	(19,119)	
Reserve accounts	5	1,273,008	1,253,888
Revaluation surplus		122,699,172	122,699,172
TOTAL EQUITY		139,145,051	137,277,191

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

SHIRE OF VICTORIA PLAINS

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 31 January 2024

1. Net Current Funding Position

	Note	Current Month 31 Jan 24 \$	Prior Year Closing 30 Jun 23 \$
Current Assets			
Cash and cash equivalents	2	1,499,648	2,252,544
Trade and other receivables	4a	421,655	154,003
Reserves	5	1,273,008	1,232,578
Self Support Loan Debtor		7,253	21,854
Inventories		26,605	8,280
Other assets		202,783	202,783
Total Current Assets		3,430,951	3,872,041
Current Liabilities			
Trade and other payables		(78,070)	(326,566)
Other liabilities		(1,212,823)	(1,212,823)
Borrowings		(136,479)	(296,111)
Employee related provisions		(166,624)	(166,624)
Total Current Liabilities		(1,593,996)	(2,002,124)
Provisions			
Total Current Liabilities		(1,593,996)	(2,002,124)
Less: cash reserves	5	(1,273,008)	(1,253,889)
Less: Self-supporting loan		(21,854)	(21,854)
Add: loan principal (current)		136,479	296,111
Add: employee leave reserve			
Add: Accrued interest on loans			
Net Funding Position - Surplus / (Deficit)		678,572	890,286

Shire of Victoria Plains
SHIRE OF VICTORIA PLAINS

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 31 January 2024

Note 2

Cash and Financial Assets

Description	Unrestricted	Restricted	Total Cash	Institution	Interest Rate	Maturity Date
	\$	\$	\$			
Cash on hand						
Petty Cash Float	700		700	Bendigo Bank	na	na
Municipal Funds Bank A/c	470,037		470,037	Bendigo Bank	0.00%	na
Municipal Savings Bank Account	490		490	Bendigo Bank	1.25%	na
Municipal Term 208252635	-		-	Bendigo Bank	0.00%	closed
Muni Savings - Restricted - WSFN 30001985	-	74,703	74,703	Bendigo Bank	1.25%	na
Muni Savings - Restricted - WSFN 21117030	-	-	-	Bendigo Bank	1.25%	na
Muni Savings - Restricted - RTR	-	-	-	Bendigo Bank	1.25%	na
Muni Savings - Restricted - DWER		231,817	231,817	Bendigo Bank	1.25%	na
Muni Savings - Restricted - Others		38,000	38,000	Bendigo Bank	1.25%	na
Term Deposit - Restricted Account	-	-	-	Bendigo Bank	0.00%	closed
Muni Savings Restricted - Blackspot Funding	-	322,875	322,875	Bendigo Bank	1.25%	na
Muni Savings Restricted - LRCI	-	361,026	361,026	Bendigo Bank	1.25%	na
Subtotal	471,227	1,028,421	1,499,648			
Financial Assets at Amortised Cost						
Reserve Savings Bank Account		445,578	445,578	Bendigo Bank	1.25%	na
Reserves - Term Deposits		827,429	827,429	Bendigo Bank	4.00%	5/06/2024
Self supporting loans receivable		7,253				
Subtotal	-	1,280,261	1,273,008			
Total Cash and Financial Assets	471,227	2,308,682	2,772,656			

Note 3

Trust Fund

There are no funds held at balance date over which the Shire has no control

Description	Opening Balance 01 Jul 23	Amount Received	Amount Paid	Closing Balance 31 Jan 24
	\$	\$	\$	\$
Other	-	-	-	-
Total Funds in Trust	-	-	-	-

SHIRE OF VICTORIA PLAINS**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY****For the Period Ending 31 January 2024****Note 4****Debtors****Current Assets****(a) Trade and other Receivables**

	31 Jan 24	30 Jun 23
	\$	\$
Rates and statutory receivables	300,720	78,612
Sundry Debtors (Trade Receivable)	32,192	60,296
Receipting Suspense	(7,469)	(5,916)
GST Receivable	93,577	28,227
Allowance for Bad Debts	(13,465)	(13,465)
Receivables for employee related provisions	-	4,239
Other Receivables	16,099	2,010
Total	421,655	154,003

represented by:

Rates Receivable

	31 Jan 24	30 Jun 23
	\$	\$
Rates receivables	299,910	72,987.52
Rubbish	1,370	2,175.48
Sewerage	2,469	1,362.00
ESL Charges	6,074	2,087
Prepaid Rates - Excess Rates	(9,104)	

Total Rates Receivable Outstanding**300,720 78,612****General Receivables - Trade Receivables**

	31 Jan 24	30 Jun 23
	\$	
Current	50	64,869
30 Days*	25,091	4,136
60 Days	4,110	
90+ Days	2,941	
Total General Receivables Outstanding	32,192	

* ATO / BAS

Analysis

Closing balances - prior year	74,890
Prepaid / Unallocated Rates	(9,104)
All Rates levied this year	3,440,303
Closing balances - current month	(300,720)
Total Rates Collected to Date	3,205,369

Debt Collection with AMPAC	45,251
Interim Rates 23-24	873
Payment Arrangement	1,932
Debt Collection on Hold	8,155
Overdue no reason	1,879
Instalments	230,230
Unallocated	12,399
Total	300,720

(b) Non-Current Assets

Deferred Rates	10,996	10,996
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SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024

Note 5
Cash Reserves

Reserve	Opening Balance 01.07.23	Transfer From		Interest Received		Transfer To		Closing Balance	
		Actual 23/24	Budget 23/24	Actual 23/24	Budget 23/24	Actual 23/24	Budget 23/24	Actual 31/01/2024	Budget 30/06/2024
Long Service Leave	4,519		-	69	136		-	4,588	4,655
Plant	675,151		(300,000)	10,294	10,141		-	685,445	385,292
Housing	143,775		(46,000)	2,192	4,319		-	145,967	102,094
Sewerage Scheme - Calingiri	49,914		-	761	1,499		-	50,675	51,413
Refuse Site	256,281			3,908	7,699		-	260,189	263,980
Building Maintenance	40,489		-	618	1,216		25,000	41,107	66,705
Infrastructure	54,945		-	838	1,651		40,000	55,783	96,596
Gymnasium	7,481		-	114	225		-	7,595	7,706
Sewerage Scheme - Yerecoin	21,334		-	325	641		-	21,659	21,975
Unspent Grants Reserve	756,480		(756,480)				-		-
Total	2,010,369	-	(1,102,480)	19,119	27,526	-	65,000	1,273,008	1,000,415

Objective of Reserves

In accordance with council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

Reserve Name	Term	Purpose
Long Service Leave	Ongoing	to be used to fund annual and long service leave requirements
Plant	Ongoing	to be used for the purchase of major plant
Housing	Ongoing	to be used for the procurement of staff housing
Sewerage Scheme - Calingiri	Ongoing	to be used to maintain and improve the Calingiri sewerage scheme
Refuse Site	Ongoing	to be used to fund future refuse site development
Building Maintenance	Ongoing	to be used for the long term maintenance of Shire buildings
Infrastructure	Ongoing	to be used for future infrastructure development to ensure long term Shire sustainability
Gymnasium	Ongoing	to be used for future purchases and replacement of gymnasium equipment
Sewerage Scheme - Yerecoin	Ongoing	to be used to maintain and improve the Yerecoin sewerage scheme

The reserves are not expected to be used within a set period and further transfers to the reserve accounts are expected as funds are utilised.
There are no reserves restricted by legislation.

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024

Note 6**Disposals****Note 6a**

Class of Asset & Program	Proceeds from Sale		Cost of Replacement Asset		Net Cost for Change Over	
	Actual	Budget \$	Actual	Budget \$	Actual	Budget \$
	23/24	23/24	23/24	23/24	23/24	23/24
Plant & Equipment						
Governance						
CEO's Vehicle VP0	57,954	70,000	88,636	100,000	30,682	30,000
DCEO's Vehicle VP00	-	40,000	-	70,000	-	30,000
Law, Order & Public Safety						
CESM Vehicle	-	28,000	-	65,000	-	37,000
Transport						
PLR10 - Bobcat T650 Track Loader	-	38,000	-	182,274	-	144,274
PTK16 - Mitsubishi Fuso 13T Tip Truck	-	30,000	-	270,000	-	240,000
PTL09 - Roadserve Series Water Tanker	-	20,000	-	45,000	-	25,000
PTL12 - Bobcat Trailer Single Axle	-	10,000	-	40,000	-	30,000
PVW60 Works - Holden Colorado	12,500	-	-	-	-	-
WSM Vehicle VP000	-	15,000	-	75,000	-	60,000
Totals	\$ 70,454	\$ 251,000	\$ 88,636	\$ 847,274	\$ 30,682	\$ 596,274

Note 6b**Profit and Loss on Disposals for the Year 2023/24**

Plant & Equipment	Proceeds from Sale		Written Down Value		Profit/(Loss) on Disposal	
	Actual	Budget \$	Actual	Budget \$	Actual	Budget \$
	23/24	(23/24)	23/24	(23/24)	23/24	(23/24)
Governance						
CEO's Vehicle VP0	57,954	70,000	18,901	27,830	39,053	42,170
DCEO's Vehicle VP00	-	40,000	-	31,335	-	8,665
Subtotal	57,954	110,000	18,901	59,165	39,053	50,835
Law, Order & Public Safety						
CESM Vehicle	-	28,000	-	56,115	-	(28,115)
Transport						
PLR10 - Bobcat T650 Track Loader	-	38,000	-	30,173	-	7,827
PTK16 - Mitsubishi Fuso 13T Tip Truck	-	30,000	-	29,710	-	290
PTL09 - Roadserve Series Water Tanker	-	20,000	-	56,203	-	(36,203)
PTL12 - Bobcat Trailer Single Axle	-	10,000	-	17,786	-	(7,786)
PVW60 Works - Holden Colorado	12,500	-	-	-	12,500	-
WSM Vehicle VP000	-	15,000	-	19,921	-	(4,921)
Subtotal	12,500	113,000	-	153,793	12,500	(40,793)
Totals	70,454	251,000	18,901	269,073	51,553	(18,073)

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024

Note 7 Acquisition/Construction of Assets

Program/Sub-program	Non-Infrastructure						Infrastructure				TOTAL	
	Land & Buildings		Plant & Equipment		Furniture & Equipment		Roads		Other		Actual (23/24)	Budget (23/24)
	Actual (23/24)	Budget (23/24)	Actual (23/24)	Budget (23/24)	Actual (23/24)	Budget (23/24)	Actual (23/24)	Budget (23/24)	Actual (23/24)	Budget (23/24)		
Governance												
Chambers Furniture & Equip					15,800	15,800					15,800	15,800
CEO Vehicle Replacement			88,636	100,000							88,636	100,000
DCEO Vehicle			71,597	70,000							71,597	70,000
Law, Order & Public Safety												
CESM Vehicle			-	65,000							-	65,000
Fire Fighting Units x 2			-	10,000							-	10,000
Animal Pound / Shelter					-	35,000					-	35,000
Housing												
12 Harrington Bathroom Renovations	3,136	10,000									3,136	10,000
15 Lambert - Flooring	-	7,000									-	7,000
Staff Housing Fencing	10,465	30,000									10,465	30,000
Retaining Wall - U1 & 2 Calingiri	17,537	40,000									17,537	40,000
Community Amenities												
E-Waste Transfer Station									483	246,260	483	246,260
Recreation and Culture												
Oval Pump Shed	14,840	10,000									14,840	10,000
Oval Pump System			63,771	65,000							63,771	65,000
Mogumber Toilets									6,572	6,788	6,572	6,788
Mogumber Hall Roof	-	120,000									-	120,000
Transport												
Water Tanker			43,900	45,000							43,900	45,000
9T Tip Truck - VP42			-	270,000							-	270,000
Prime Mover Float Refurbishment			-	40,000							-	40,000
WSM Vehicle			-	75,000							-	75,000
Bobcat / Forest Mulcher			-	182,274							-	182,274
Tag Trailer			-	40,000							-	40,000
Tractor Slasher			7,200	10,000							7,200	10,000
Roller Padfoot Shells			-	6,000					-		-	6,000
Depot Office Renovations	11,441	10,000									11,441	10,000
Infrastructure - Roads Council Funded												
Bolgart Kerbing							42,029	20,000			42,029	20,000
Footpaths							23,855	20,000			23,855	20,000
Parker Road - Bore									31,996		31,996	-
Infrastructure - R2R												
Mogumber-Yarawindah Road #5							439,118	344,545			439,118	344,545
Old Telegraph Road							167,795	164,567			167,795	164,567
Boundary Road							20,518	20,518			20,518	20,518
MRWA / AGLIME (CBH)												
Calingiri - New Norcia Road							-	556,974			-	556,974
Calingiri - New Norcia Road							156,525	1,020,991			156,525	1,020,991
Toodyay - Bindi Bindi Rd Nth (RRG)							-	837,901			-	837,901
Toodyay - Bindi Bindi Rd Nth Reseal (RRG)							-	86,013			-	86,013

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024

Note 7 Acquisition/Construction of Assets

Program/Sub-program	Non-Infrastructure						Infrastructure				TOTAL	
	Land & Buildings		Plant & Equipment		Furniture & Equipment		Roads		Other		Actual (23/24)	Budget (23/24)
	Actual (23/24)	Budget (23/24)	Actual (23/24)	Budget (23/24)	Actual (23/24)	Budget (23/24)	Actual (23/24)	Budget (23/24)	Actual (23/24)	Budget (23/24)		
Wongan, Calingiri- Carami East Road (BS)							82,564	305,700			82,564	305,700
WSFN												
Mogumber-Yarawindah WSFN #5							919,661	1,024,167			919,661	1,024,167
Mogumber-Yarawindah Rd - (C/Fwd)							1,542,829	1,952,454			1,542,829	1,952,454
Calingiri-New Norcia Rd							-	200,000			-	200,000
Roadworks - LRCIP Ph 4												
Mogumber-Yarawindah							-	381,412			-	381,412
Signage							19,927	19,104			19,927	19,104
Culverts							-	15,279			-	15,279
Bolgart Bridge							-	11,148			-	11,148
LRCIP- Ph 4B Supplementary												
Piawan Wadd Road							-	86,662			-	86,662
Gillingarra-Glentromie Rd							-	41,365			-	41,365
Gillingarra-New Norcia Rd							-	67,255			-	67,255
Goomalling - New Norcia Rd							-	24,725			-	24,725
Economic Services												
RV Dump Point - Bolgart									9,717	10,000	9,717	10,000
Piawaning Desalination Bore / Plant									58,211	128,095	58,211	128,095
Bolgart Caravan Park Toilet Block									43,968	43,968	43,968	43,968
Other Property & Services												
											-	-
Totals	57,419	227,000	275,104	978,274	15,800	50,800	3,414,820	7,200,780	150,947	435,111	3,914,089	8,891,965
	TOTAL NON-INFRASTRUCTURE			348,323	1,256,074		TOTAL INFRASTRUCTURE		3,565,766	7,635,891		

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024

Note 8**Loan Funding**

Loan Details		Interest Repayments		Principal Repayments		Principal Outstanding
No.	Amount Outstanding 1.7.23	Actual 23/24	Budget 23/24	Actual 23/24	Budget 23/24	30.09.23
Self Supporting Loans						
83	Calingiri Football Club	142,378	4,736	7,203	9,864	21,598
Other Loans						
84	Piawaning Water Supply	66,231	267	1,536	9,114	18,341
85	Grader and Roller	140,885	316	1,109	19,872	39,828
87	Plant Replacement	1,500,000	9,167	60,663	93,358	188,664
Total	1,849,494	14,487	70,511	132,209	268,431	1,717,285

Current Loan Liability 268,687

Non-Current Loan Liability 1,580,806

Total Loan Liability 1,849,494

136,479

1,580,806

1,717,285

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024

Note 9

9a Payables

	2024	2023
Current	\$	\$
Sundry creditors	71,532	156,267
Accrued Salaries & Wages	0	44,487
Prepaid Rates - Excess Rates		56,699
ATO liabilities	(24,132)	-
Bonds and deposits held	27,760	37,111
Accrued Expenses	2,910	32,000
	<u>78,070</u>	<u>326,565</u>

9b Other Liabilities

	2024	2023
Current	\$	\$
Contract Liabilities	1,212,823	1,212,823
	<u>1,212,823</u>	<u>1,212,823</u>

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024

Note 10**a)Capital Grants, Subsidies and Contributions**

	Annual Budget	YTD Budget	YTD Revenue Actual	Variance YTD vs Actual
	\$	\$	\$	\$
Law, Order and Public Safety				
Animal Shelter	35,000	-	-	-
Community Amentities				
E-Waste Infrastructure Grant	230,795	230,795	230,795	-
Economic Services				
Piawaning Desalination Bore/Plant Grant	89,667	50,000	50,000	-
Transport				
Govt Grant - Regional Roads	615,943	223,486	223,440	46
Govt Grant - Blackspot	285,320	81,330	81,520	(190)
Govt Grant - R2R	624,422	312,212	296,398	15,814
AG Lime Route 2 - Other Contributions, E.G. CBH	1,020,991	-	-	-
R4R CLGF Grants - Road Projects	556,974	-	-	-
Grant - Local Rural and Community Infrastructure Program(LRCIP)	691,985	385,992	386,876	(884)
WSFN Funding	3,714,216	1,240,554	1,240,583	(29)
NDRR Grant- Skidsteer	91,137	-	-	-
TOTAL	7,956,450	2,524,369	2,509,612	14,757

b)Grants, Subsidies and Contributions

	Annual Budget	YTD Budget	YTD Revenue Actual	Variance YTD vs Actual
	\$	\$	\$	\$
General Purpose Funding				
Financial Assistance Grants - General	31,683	15,842	15,842	-
Financial Assistance Grants - Local Roads	34,099	17,050	17,050	-
Governance				
Traineeship Grant- Dept of Training	-	-	39,275	(39,275)
Law and Public Order				
DFES Operating Grant	83,558	83,558	113,954	(30,396)
Grant - Mitigation Activity Fund	250,000	62,500	-	62,500
Education and Welfare				
Grants/contributions to Community Development Programs*	30,000	30,000	46,965	(16,965)
Recreation and Culture				
Grant - State Library ICT Grant	-	-	2,731	(2,731)
Transport				
Govt Grant - Direct	161,142	161,142	169,990	(8,848)
TOTAL	590,482	370,092	405,805	(35,714)

Supplementary Information on Grants and Contributions*

	Annual Budget	YTD Revenue Actual
	\$	\$
<i>Successful Funding Grant Applications</i>		
Grants/contributions to Community Development Programs	30,000	
Youth Grant		341
Childrens Week Fuel To Go & Play (Teddy Bears Picnic)		1,000
Holyoake - Christmas in July		4,000
National Australia Day Council		12,000
CBH Grass Roots - Movie Screen		2,488
Dept of Infrastructure & Transport - Bolgart Memorial Hall upgrade		21,000
Chalice Mining - Cultural Education Event		5,455
COTA WA Grant		682
TOTAL	30,000	46,965

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024

Note 11**Restricted Funding****Note 9a - Reconciled to Bank Account**

				PROJECT ALLOCATION		PROJECT FUNDING		BALANCE				
REFERENCE	JOB No.	ACCOUNT NAME	DESCRIPTION			1/07/2023	RECEIPTS	COSTS	TRANSFERED FROM R.A.	31/12/2023	CASH BACKED	
30001985	SFN007	WSFN	Geotechnical Investigation	\$	200,000	\$	186,667	\$	74,667	\$	74,667	
	BS0127	MRWA	Blackspot - Wongan Hills - Calingiri Rd	\$	305,700	\$	203,800	\$	81,520	\$	99,280	
	RR0127	MRWA	Toodyay - Bindi Bindi Rd Nth	\$	837,901	\$	615,943	\$	-	\$	223,440	
21116497	LRCI	LRCI	LRCI Ph4	\$	381,412	\$	381,412	\$	-	\$	228,847	
	LRCI	LRCI	LRCI Ph4B	\$	220,007	\$	220,007	\$	-	\$	132,005	
	40346		Piawaning Desalination Bore/Plant	\$	128,095	\$	89,667	\$	9,605	\$	50,000	
	40344		E-Waste Infrastructure	\$	246,260	\$	230,795	\$	-	\$	230,795	
			Traineeship Grant	\$	-	\$	-	\$	38,000	\$	-	
			Interest (Net)					\$	476	\$	476	
TOTAL				\$	2,319,375	\$	1,928,291	\$	204,268	\$	946,607	
									\$	122,454	\$	1,028,421
											\$	1,028,421

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024Note 12
Local Roads and Community Infrastructure

Local Roads and Community Infrastructure - MONTHLY REPORT									Nominal Funding Allocation
31/01/2024									Owns Source Expenditure
Council: Shire of Victoria Plains		Phase: 4 and 4B		Total LRCI funding already received:					
Approved Projects (Project Name in order listed on Approved Work Schedule)	Total Project Cost (\$)	Approved LRCI Funding Contribution (\$)	LRCI Funding Actual Expenditure (\$)	Total Actual Expenditure	23-24 Expenditure	SOVP own source	Construction Start Date (MM/YY)	Construction Completion Date (MM/YY)	Project status (all projects must be completed prior to lodging a final report)
1 Mogumber-Yarawindah Rd	\$ 381,412	\$ 381,412	\$ -	\$ -	\$ -	\$ -	Oct-23	Jun-24	Under construction
1 Piawanning – Waddington Rd	\$ 86,662	\$ 86,662	\$ -	\$ -	\$ -	\$ -	Nov-23	Jun-24	not started
2 Gillingarra-Glentromie Rd	\$ 41,365	\$ 41,365	\$ -	\$ -	\$ -	\$ -	Nov-23	Jun-24	not started
3 Gillingarra-New Norcia Rd	\$ 67,255	\$ 67,255	\$ -	\$ -	\$ -	\$ -	Nov-23	Jun-24	not started
4 Goomalling - New Norcia Rd	\$ 24,725	\$ 24,725	\$ -	\$ -	\$ -	\$ -	Nov-23	Jun-24	not started
TOTAL	\$ 601,419	\$ 601,419	\$ -	\$ -	\$ -	\$ -			

Council: Shire of Victoria Plains		Phase: 3		Total LRCI funding already received:					
2 Bolgart Toilet Block	\$ 231,822	\$ 231,822	\$ 231,822	\$ 231,822	\$ 43,968	\$ 0	Nov-22	Jun-23	Completed
3 Community Signage	\$ 42,458	\$ 42,458	\$ 42,458	\$ 40,822	\$ 19,927		Apr-23	Feb-24	Under construction
4 Culvert Program	\$ 90,892	\$ 90,892	\$ 85,812	\$ 85,812	\$ -		Nov-22	Jan-24	Under construction
5 Repair Bolgart Bridge	\$ 45,000	\$ 45,000	\$ 33,852	\$ 33,852	\$ -		Nov-22	Jan-24	Under construction
TOTAL	\$ 410,172	\$ 410,172	\$ 393,944	\$ 392,307	\$ 63,894	\$ 0			

Council: Shire of Victoria Plains		Phase: 2		Total LRCI funding already received:					
2 Mogumber Toilet	\$ 12,000	\$ 5,000	\$ 5,000	\$ 11,784	\$ 6,572		Oct-22	Nov-23	Completed

Council: Shire of Victoria Plains		Phase: 1		Total LRCI funding already received:					
10 Standpipe Relocation	\$ 18,351	\$ 15,590	\$ 15,590	\$ 18,351	\$ 18,351		Jul-23	Jan-24	Completed

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024
Note 13
Explanation of Material Variances

Variances which have exceeded the thresholds are listed below by Program. Significant variances within the Program are listed underneath it by Nature or Type.

The material variance adopted by Council for the 2023/24 year is \$10,000 and 10%.

Nature or Type Operating Revenues	Var	Var	Timing /		Explanation of Variance
	\$	%	Var	Permanent	
Grants, Subsidies and Contributions	35,713	10%		Permanent	Additional funding from DFES on Fire Appliances as part of LGGS submission.
Interest Earnings	41,468	122%	▲	Timing	Interest earned on Municipal Account through good cash management and short term investment through terms deposits of excess funds.
Profit on Disposal of Assets	(7,399)	(13%)		Timing	Disposal of a Colorado Ute surplus to requirements that needs to be disposed of from the Asset Register.

Operating Expense

Employee Costs	190,483	13%	▲	Timing	A number of static employee costs have not yet been incurred such as FBT and Workers Compensation
Materials and contracts	146,191	9%	▼	Timing	Some material costs including offset revegetation plan on Old Plains Rd where seedlings have been purchased but unable to be planted.
Depreciation on Non-current Assets	494,319	20%	▲	Timing	Depreciation over budget estimates for Infrastructures - revaluation of assets not considered in the estimate
Finance Expenses	19,481	49%	▲	Timing	Accrual interest expense on loans

Capital Expenditures

Land and buildings	7,581	13%	▼	Timing	Mogumber Hall roof yet to commence.
Infrastructure - roads	(36,165)	47%	▼	Timing	Capital expenditure on Road construction ahead of schedule

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 January 2024

Note 14

Budget Amendments

Amendments to original budget since budget adoption - Surplus/ (Deficit)

Description	Council Resolution	Classification	Non Cash adjustment \$	Increase in Available Cash \$	Decrease in Available Cash \$	Amended Budget Running Balance \$
Forecast Opening Surplus/(Deficit)						(12,763)
Budget adoption					(58,888)	(46,125)
Surplus or deficit		Opening Surplus		890,286		844,161
Grants, Subsidies and contributions		Operating Revenue			(456,616)	387,545
Materials and Contracts		Operating Expenses			(47,494)	340,051
Payments for Furniture & Fixtures		Capital Expenses			(3,800)	336,251
Payments for Other Infrastructure		Capital Expenses			(9,108)	327,143
			-	890,286	(517,018)	327,143

PUBLIC ATTACHMENTS

Shire of Victoria Plains

Significant Variances to Budget

For the Period Ending 31 January 2024

Schedule	Account Description	Annual Budget	YTD Budget	YTD Actual	Revised Forecast	Variance
	Revised Budget Surplus / (Deficit) from Sep 23					327,139
<u>INCOME</u>						
3	Ex Gratia Rates New Norcia and CBH Sub division and reduction in CBH sites. New valuations only available post budget adoption	97,816	97,816	67,205	67,205	(30,611)
3	Interest - Municipal Fund Better investment of funds and increased interest rates	7,210	3,605	37,402	40,000	32,790
5	Fire Prevention Infringements Compliance means minimal infringement notices to be issued	25,000	25,000	-	600	(24,400)
10	Bolgart Cemetery Fees Realisation of budgeted amount unlikely.	1,000	500	141	300	(700)
12	R2R - Mogumber Yarrawindah Final funding to complete R2R program	-	-	23,835	23,835	23,835
13	Building Application Fees Additional applications primarily Space Station	5,000	2,500	16,559	18,000	13,000
13	Calingiri Caravan Park CBH accommodation	1,400	700	8,031	8,500	7,100
14	Private Works Realisation of budgeted amount unlikely.	5,000	2,500	920	1,500	(3,500)
	Net Income Variations					17,514
<u>EXPENDITURE</u>						
4	Occupational Health & Safety Emergency Evacuation Plans	14,000	14,000	21,500	21,500	(7,500)
4	Office Expenses Costs for Annual Report artwork and printing not budgeted for	16,000	9,333	9,333	20,000	(4,000)
4	Consultants Assistance with Asset Management Plan	159,190	116,289	116,289	164,190	(5,000)
9	Bolgart APU - Materials Additional fence repairs and gutter cleaning	7,044	7,044	10,975	12,000	(4,956)
10	Public Toilets - Materials and Contracts Increased frequency of cleaning and materials due to vandalism and consumables	24,080	12,040	16,812	33,624	(9,544)
	Piawaning Water Supply (Desal'n) Repairs to pump and additional monitoring	2,500	2,500	9,604	10,000	(7,500)
11	Bolgart Hall - Materials Termite inspection and treatment	3,000	1,750	3,473	4,500	(1,500)
11	Piawaning Hall - Materials Pest Control, Toilet repairs, Fire Extinguishers	-	-	1,858	2,000	(2,000)

Shire of Victoria Plains

Significant Variances to Budget

For the Period Ending 31 January 2024

Schedule	Account Description	Annual Budget	YTD Budget	YTD Actual	Revised Forecast	Variance
11	Gillingarra Hall - Materials Pest Control, Fire Extinguishers	4,503	4,503	5,840	6,000	(1,497)
11	Calingiri Football Ground - Materials Ground vertimowing not budgeted for	5,500	5,500	21,366	25,000	(19,500)
12	Depot Maintenance - Materials Fire Extinguishers, Gate Remotes, 3ph Mains / Generator, 15 amp Power points not budgeted	12,240	7,140	15,374	20,000	(7,760)
12	Unsealed Road Maintenance - Materials Offset overexpenditure in Footpath construction	93,585	70,188	7,352	71,556	22,029
14	Postage and Freight No budget, currently being costed to Depot Mtce	-	-	1,433	3,000	(3,000)
14	Plant Consumables and Tools No budget, currently being costed to Depot Mtce	-	-	3,542	7,000	(7,000)
Net Expenditure Variations						(42,228)
<u>CAPITAL</u>						
	Culverts LRCI variation to offset Bolgart Ablutions - no impact to cash position	15,279	15,279	-	6,171	6,171
	R2R - Boundary Road	344,545	344,545	439,118	439,118	(94,573)
	R2R - Mogumber Yarrowindah	20,518	20,518	20,518	44,353	(23,835)
	works to complete the program - no impact to cash position					
	Parker Road Bore Emergency replacement to water pump	-	-	31,996	35,000	(35,000)
	Footpath Construction additional costs incurred to complete the works.	20,000	20,000	42,029	42,029	(22,029)
	12 Harrington Bathroom Renovations Additional funds required to complete	10,000	10,000	3,136	15,000	(5,000)
Net Capital Variations						(174,266)
Revised Surplus / (Deficit)						128,159

AUDITORS CERTIFICATION

The rates deferred amount is \$9,976.52 and the Emergency Services Levy deferred amount is \$1,019.20 as at 30 June 2023, in respect to registration under the provisions of the *Rates and Charges (Rebates and Deferments) Act 1992*.

William Buck

William Buck Audit (WA) Pty Ltd
ABN 67 125 012 124

CN

Conley Manifis
Director

Dated on this 14th day of December 2023

PUBLIC ATTACHMENTS

1. Pensioner Registration Documents

Finding

During the previous deferred pensioners' rates acquittal, some documents were not available due to the change in process relating to deferred pensioners' rates.

Upon discussion with William Buck, the Shire agreed to establish and document a formal internal process regarding deferred pensioners, however this has not been performed yet.

Implication

The Shire does not have supporting documents to demonstrate that the pensioners listed on the Pensioners Deferred Rates Report have been duly processed by the Water Corporation.

Recommendation

We recommend that the Shire promptly initiate the process of establishing and documenting a formal internal process regarding deferred pensioners.

Management comment

Fair and reasonable finding given the shire has not progressed this from the 2021-22 deferred pensioner round. The Shire will complete this for the 2023-24 financial year.

Responsible person: Colin Ashe, Deputy Chief Executive Officer
Completion date: 14 Dec 23

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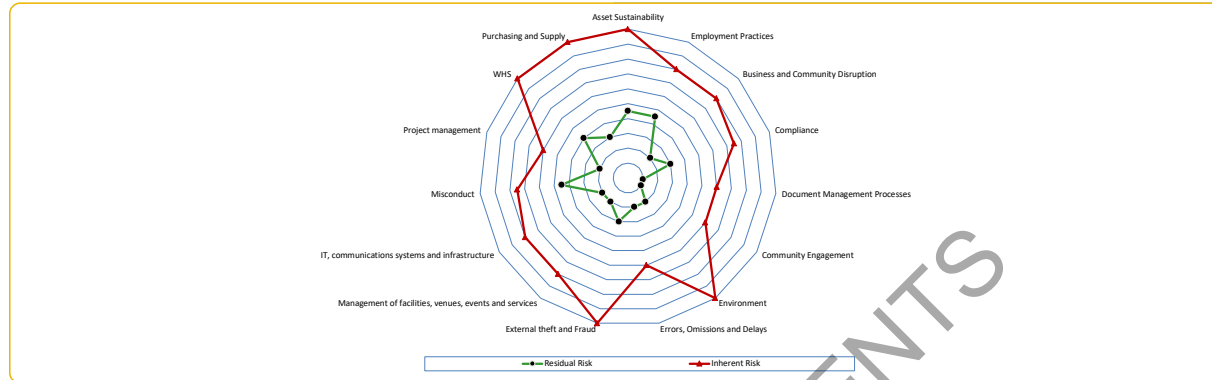
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Fair and reasonable finding given the shire has not progressed this from the 2021-22 deferred pensioner round. The Shire will complete this for the 2023-24 financial year.

Responsible person: Colin Ashe, Deputy Chief Executive Officer
Completion date: 14 Dec 23

Local Government
Risk Dashboard

Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Asset Sustainability	Extreme	Adequate	Moderate	Urgent attention
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.				
Review heritage listings 45078 CDO				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Business and Community Disruption	High	Adequate	Low	Accept
Failure to adequately prepare and respond to events that cause disruption to the local community and / or normal				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Document Management Processes	High	Adequate	Low	Accept
Failure to adequately capture, store, archive, retrieve, provide or dispose of documentation.				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Environment	Extreme	Adequate	Low	Accept
Inadequate prevention, identification, enforcement and management of environmental issues.				
Waste Management Plan (State Objectives) 45046 EHO				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
External theft and Fraud	Extreme	Adequate	Moderate	Monitor
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.				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Misconduct	High	Effective	Moderate	Monitor
Intentional activities in excess of authority granted to an employee, which circumvent endorsed policies, procedures or delegated authority				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
IT, communications systems and infrastructure	High	Adequate	Low	Accept
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.				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Purchasing and Supply	Extreme	Adequate	Moderate	Monitor
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.				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Employment Practices	High	Adequate	Moderate	Monitor
Failure to effectively manage human resources (full-time, part-time, casuals, temporary and volunteers).				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Compliance	High	Adequate	Moderate	Monitor
Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Community Engagement	High	Effective	Low	Accept
Failure to maintain effective working relationships with the Community (including local Media), Stakeholders, Key Private				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Errors, Omissions and Delays	High	Effective	Low	Monitor
Errors, omissions or delays in operational activities as a result of unintentional errors or failure to follow due process				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Management of facilities, venues, events and services	High	Effective	Low	Accept
Failure to effectively manage the day to day operations of facilities, venues and events.				
Risk Category	Risk Ratings		Risk Evaluation	
	Inherent Risk	Control effectiveness	Risk Rating	Risk Acceptance
Project management	High	Effective	Low	Accept
Inadequate analysis, design, delivery and reporting of projects / change initiatives				

Asset Sustainability			Sep-22	
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.				
Causal Factors		Potential Outcomes		
<ul style="list-style-type: none">Skill level & behaviour of operatorsLack of trained staffOutdated equipmentInsufficient budget to maintain or replace assetsUnavailability of partslack of MaintenanceBreakdowns		<ul style="list-style-type: none">FinancialService interruptionProperty damageNon complianceHealth		
Inherent Risk		Consequence	Likelihood	Risk Rating
		Catastrophic	Likely	Extreme
Key Controls		Type	Date	Control Operating Effectiveness
Roads Routine Maintenance Program		Preventative	Feb-24	Adequate
Plant Routine Maintenance Program		Preventative	Feb-24	Adequate
Buildings Routine Maintenance Program (reactive)		Preventative	Feb-24	Adequate
Procurement & Disposal Process		Preventative	Feb-24	Adequate
Asset Management Data Entry (Multiple) & Monitoring		Preventative	Feb-24	Adequate
Asset Register		Preventative	Feb-24	Adequate
Reactive Maintenance Program		Detective	Feb-24	Adequate
Community Strategic Plan (new)		Preventative	Mar-23	Effective
Asbestos Management Plan (in development)		Detective	Feb-24	Adequate
Overall Control Effectiveness				Adequate
Residual Risk		Consequence	Likelihood	
		Moderate	Possible	Moderate
Risk Evaluation				Urgent attention
Actions / Treatments			Due Date	Responsibility
Develop disposal process (financial / risk)			Mar-24	DCEO
Implement Asset management Plan (currently in development)			Apr-23	MWS
Review heritage listings			Jun-23	CDO
Corporate Business Plan (in development)			Apr-23	CEO
Comments / Justifications				
01/09/22 It was agreed that the approach to the management and maintenance of Shire controlled assets is sporadic and more reactive in nature.				
27/03/23 Timeline reset. SCP changed to Effective. CBP to April 2023 OCM. Development of Building Maintenance Program underway.				
27/03/23 EHO confirmed Asbestos Management Plan is two thirds completed. Will need confirmation by WHS Committee re CEO Executive Policy and Procedures for inclusion in WH Safety Plan				
15/02/24 - Roads routine maintenance program consists of 5 Year Rd Program, 2030 RRG Program, Annual R2R Program and WSNF. There is also the School Bus Program, Vegetation Control Program				
15/02/24 EHO confirmed Asbestos Management Plan is in place and annual reporting to the Commonwealth is undertaken.				
15/02/24 Scheduled servicing is in place for all plant				
15/02/24 - Heritage Plan due April 2024.				
15/02/24 - CBP was adopted at April 2023 OCM.				
15/02/24 - Asset Register is maintained quarterly. Asset Management Plan adopted 26/4/23. Assets (Plant and Vehicles) are disposed through Auctions to reduce financial risk and mismanagment. Quote received 14/2/24 to develop Asset Management Strategy to help bed down asset management across the Shire, including using the Asset Register effectively. Plant Replacement Program in place - this helps reduce the maintenance impost.				
15/02/24 - CEO developed Procurement Cycle 23/11/23. CEO and DCEO met with consultant 13/12/23 to seek quote to develop financial management tools including disposal process - quote received and submitted to 24/25 Budget.				
15/02/24 - Building Maintenance Program will be completed April 24. There is an annual works program developed for Shire buildings and maintained by Admin staff. This is based on annual inspections and the customer complaint process. The same occurs for road and other infrastructure assets. Bridge Maintenance Program implemented January 2024.				
15/02/24 - Maintenance/Reactive Programs for roads, buildings and other infrastructure - the Shire cannot afford to address the backlog that exists. However, it has been tackling key maintenance matters for the last 18 months. There is now the Road Hierarchy in place, which is an informing strategy, annual building maintenance program and five year bridge maintenance program.				
15/02/24 - The Consequence is Moderate as an issue occurring with an asset now sits between \$50,001 - \$250,000. The Likelihood of an incident occurring is possible i.e. 20% or at least once in 3 years. This means that the Residual Risk is reduced to Moderate, however the Risk Evaluation remains at Urgent Attention i.e. Risk acceptable with effective controls, managed by senior management / executive and subject to monthly monitoring				

Business and Community Disruption			Sep-22
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.			
Causal 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	Risk Rating
		Major	High
Key Controls	Type	Date	Control Operating Effectiveness
Business Continuity Plan	Recovery	Sep-22	Adequate
LEMA	Preventative	Sep-22	Effective
Bushfire Risk Management Arrangements	Preventative	Sep-22	Effective
Volunteer Mgt & Training	Preventative	Sep-22	Adequate
Internal Emergency Management Plan	Preventative	Sep-22	Adequate
Generator availability across Shire	Preventative	Sep-22	Effective
IT Disaster Recovery Plan	Preventative	Feb-24	Adequate
Overall Control Effectiveness			Adequate
Residual Risk		Consequence	Risk Rating
		Minor	Low
Risk Evaluation			Accept
Actions / Treatments		Due Date	Responsibility
Update Business Continuity Plan		Dec-22	DCEO
Review and update emergency management plan		Dec-23	WHS
Review IT Disaster Recovery Plan		Dec-23	DCEO
Comments / Justifications			
27/03/23 - BCP updated and adopted. Now needs to be tested			
15/02/24 - Internal Emergency Management Plan in place including evacuation procedures and charts. Evacuation procedures were tested December 2023. Vehicles now park reversed in. Further evacuation training to occur. Documented procedures due end of March 2024 (Payroll Officer)			
15/02/24 - IT Disaster Recovery Plan strategies encapsulated within ICT Plan adopted at December OCM 2023. Separate plan to be developed in due course			
15/02/24 - LEMA - Five year review is underway by CESM.			

Compliance		Sep-22	
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.			
Causal 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	Risk Rating
		Catastrophic	High
Key Controls		Type	Control Operating Effectiveness
Compliance framework / calendar (new)		Preventative	Effective
'Advice' monitoring (subscriptions)		Preventative	Adequate
Annual Compliance Return (CAR)		Detective	Effective
Reg 17 (July)		Preventative	Adequate
FMR		Preventative	Adequate
Audit Committee		Preventative	Effective
Council Policies (currently under review)		Preventative	Adequate
Executive Instructions (can be improved)		Preventative	Adequate
Overall Control Effectiveness			Adequate
Residual Risk		Consequence	Risk Rating
		Minor	Moderate
Risk Evaluation			Monitor
Actions / Treatments		Due Date	Responsibility
Review financial executive instructions		Jun-23	DCEO
Implement staff training plan		Jun-23	DCEO
Comments / Justifications			
27/03/23 CAR 2022 achieved 99%. Audit Committee is meeting quarterly and receiving good level reporting. Consequence changed to Minor			
15/02/24 - Training Register and Plan in place. Monthly updates provided by Payroll Officer to all staff regarding training availability. Training requirements encapsulated within performance reviews			
15/02/24 - All policies encapsulated within relevant sections and uploaded on Shire website and internally. HR policies reviewed and will go to Council for consideration, Induction Manual reviewed, WHS Manual reviewed.			

Document Management Processes			Sep-22
Risk Description			
Failure to adequately capture, store, archive, retrieve, provide or dispose of documentation.			
Causal 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	Risk Rating
		Moderate	High
Key Controls	Type	Date	Control Operating Effectiveness
Records Management Framework	Preventative	Sep-22	Adequate
Document/Correspondence receipt & action process	Preventative	Feb-24	Effective
Policy & Procedural Review Framework	Preventative	Feb-24	Adequate
Record Management Officer (new)	Preventative/Detective	Feb-24	Effective
Record Keeping Plan	Preventative	Sep-22	Adequate
IT Disaster Recovery Plan	Preventative	Sep-22	Adequate
Staff Training and Development	Preventative	Feb-24	Adequate
Synergy	Preventative	Sep-22	Adequate
Overall Control Effectiveness			Adequate
Residual Risk		Consequence	Risk Rating
		Insignificant	Low
Risk Evaluation			Accept
Actions / Treatments		Due Date	Responsibility
Implement offsite storage		Sep-23	Records Officer
Review staff training and development		Sep-23	Records Officer
Ongoing implementation of Council's policy review program		Ongoing	CEO
Comments / Justifications			
27/03/23 - Records Officer passed probation and is performing well.			
15/02/24 - Archived records are removed and destroyed by professional services. Offsite storage to be implemented May 2024			
15/02/24 - Staff records training program in place			
15/02/24 - Correspondence in and out is registered and actioned as required			
15/02/24 - Review Framework is captured by the Compliance Calendar			
15/02/24 - Record Keeping Plan at the next review (2025) will need updating to reflect changes to our processes due to the implementation of Council First (end of Feb 2024) and new GDA			
15/02/24 - Consequence changed to Insignificant. Key improvements have been made over time			

Employment Practices			Sep-22
Risk Description			
Failure to effectively manage human resources (full-time, part-time, casuals, temporary and volunteers).			
Causal Factors		Potential Outcomes	
<ul style="list-style-type: none">Leadership failuresKey / single-person dependenciesPoor internal communications / relationshipsIneffective Human Resources policies, procedures and practicesIneffective performance management arrangementsLimited staff availability - labour marketInadequate staff training / knowledge		<ul style="list-style-type: none">HealthComplianceReputationService interruption	
Inherent Risk	Consequence	Likelihood	Risk Rating
	Major	Likely	High
Key Controls			
Onboarding / Induction process	Preventative	Feb-24	Effective
Staff training register (New)	Preventative	Feb-24	Effective
Performance Management Process	Preventative	Sep-22	Adequate
Staff Exit process	Preventative	Sep-22	Adequate
Workforce Planning	Preventative	Sep-22	Adequate
Code of Conduct	Preventative	Feb-24	Effective
Volunteer Policy and Procedures	Preventative	Sep-22	Adequate
Internal engagements (meetings)	Preventative	Sep-22	Effective
Overall Control Effectiveness			Adequate
Residual Risk		Consequence	Likelihood
		Moderate	Possible
Risk Evaluation			Monitor
Actions / Treatments		Due Date	Responsibility
Review induction/onboarding program		Jun-23	DCEO
Workforce Plan (in development)		Apr-23	CEO
Review recruitment process		Jun-23	CEO
Review attraction/retention strategies		Sep-23	CEO
Implement CPD program for all staff (link to performance appraisal program)		Dec-23	DCEO
Comments / Justifications			
27/03/23 - Staff Exit interviews/surveys in place. WFP will go to Council in April 2023			
15/02/24 - WFP was adopted at April 2023 OCM. CEO provides quarterly update to Council re actions			
15/02/24 - Induction Program revised and approved by CEO January 2024			
15/02/24 - Training Register implemented 01/09/2022. Reports are produced quarterly			
15/02/24 - Performance Reviews - All reviews to be moved to September timeframe apart from CEO			
15/02/24 - Recruitment Process is effective			
15/02/24 - Staff CPD program to be developed by Payroll Officer - Due 30 June 2024			
15/02/24 - Attraction and Retention strategies and document to be developed by Payroll Officer - Due 30 June 2024			

Community Engagement			Sep-22
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			
Causal 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	Risk Rating
		Moderate	High
Key Controls		Type	Control Operating Effectiveness
Community Engagement framework		Preventative	Effective
Complaint Management Process		Preventative	Effective
Social Media Policy		Preventative	Effective
Community Group Involvement		Detective	Effective
Customer Service Charter		Preventative	Effective
Community Notices/communication		Preventative	Effective
Community Communication Plan (incorporating community engagement policy)		Preventative	Effective
Overall Control Effectiveness			Effective
Residual Risk		Consequence	Risk Rating
		Insignificant	Low
Risk Evaluation			Accept
Actions / Treatments		Due Date	Responsibility
Review Customer Service charter		Mar-23	DCEO
Comments / Justifications			
27/03/23 - Review of Customer Service charter completed. Complaints are tracked effectively			
15/02/24 - New customer complaints system implemented as part of rollout of new ERP. Well Done implemented as part of after hours service			
15/02/24 - Regular feedback received that community appreciates being involved in key initiatives. Facebook is effective			

Environment		Sep-22	
Risk Description			
Inadequate prevention, identification, enforcement and management of environmental issues.			
Causal 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">• Environmental• Compliance• Health• Reputational• Property• Financial	
Inherent Risk		Consequence	Risk Rating
		Major	Extreme
Key Controls		Type	Control Operating Effectiveness
Waste Facilities Management (Mogumber - unmanned)		Preventative	Adequate
Waste Facilities Management (Calingiri / Bolgart)		Preventative	Adequate
Strategic Plan - includes reference to environmental and waste services and conservation of our natural environment		Preventative	Effective
Spill kits / PPE		Preventative	Effective
Above ground fuel tank bunded		Preventative	Effective
Weed Control Program		Preventative	Effective
Vegetation control program		Preventative	Effective

Errors, Omissions and Delays			Sep-22
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.			
Causal 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	Risk Rating
		Major	High
Key Controls	Type	Date	Control Operating Effectiveness
Delegations Register	Preventative	Sep-22	Effective
Town Planning policy / procedures	Preventative	Sep-22	Effective
Local Planning Strategy	Preventative	Sep-22	Effective
Compliance and Governance Calendar	Preventative	Sep-22	Effective
Access to state legislation	Preventative	Sep-22	Effective
Contracted planning officer	Preventative	Sep-22	Effective
Contracted health Officer	Preventative	Sep-22	Effective
Authorisations	Preventative	Sep-22	Effective
Overall Control Effectiveness			Effective
Residual Risk		Consequence	Risk Rating
		Minor	Low
Risk Evaluation			Monitor
Actions / Treatments		Due Date	Responsibility
15/02/24 - Implement Compliance Calendar software. This will also incorporate delegations, and IPR		Mar-25	CEO
Comments / Justifications			
27/03/23 - Town Planning is administered above expectations. Annual review of authorisations underway. Governance Calendar now administered by PA through Monday.com			
15/02/24 - CEO KPI to implement new Compliance Calendar management software			

External theft and Fraud		Sep-22	
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.			
Causal 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	Date	Control Operating Effectiveness
Building Security access controls (alarms, CCTV, keypad access)	Preventative	Mar-23	Effective
Equipment storage security access controls	Preventative	Sep-22	Adequate
IT Security Framework (third party vendor)	Preventative	Sep-22	Adequate
Cash handling processes	Preventative	Feb-24	Effective
Asset Registers for large items	Preventative	Sep-22	Effective
Overall Control Effectiveness			Adequate
Residual Risk	Consequence	Likelihood	
	Moderate	Unlikely	Moderate
Risk Evaluation			Monitor
Actions / Treatments	Due Date	Responsibility	
Implement ICT training plan	Jun-23	DCEO	
Review security access controls	Dec-22	PBS	
Review risk associated with ATM at admin building	Dec-22	CEO	
Comments / Justifications			
27/03/23 - Building security access controls update - access reviwed by CSO and staff access reduced from 21 to 9 persons. Secure cage installed to rear of ATM. Shire no longer an agency for Bendigo Bank. Consequence reduced from Catestrophic to Moderate			
15/02/24 - Ongoing Cybersecurity training in place (fortnightly)			

Management of facilities, venues, events and services			Sep-22
Risk Description			
Failure to effectively manage the day to day operations of facilities, venues and events.			
Causal 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 Environmental 	
Inherent Risk		Consequence	Likelihood
		Major	Likely
			Risk Rating
			High
Key Controls	Type	Date	Control Operating Effectiveness
Event management approval process	Preventative	Sep-22	Effective
Inspection and cleaning schedules	Preventative	Sep-22	Effective
Facility / Venue booking process	Preventative	Sep-22	Effective
Ad hoc inspection program	Preventative	Sep-22	Adequate
Environmental Health Officer (contracted)	Preventative	Sep-22	Effective
Overall Control Effectiveness			Effective
Residual Risk		Consequence	Likelihood
		Minor	Unlikely
			Low
Risk Evaluation			Accept
Actions / Treatments		Due Date	Responsibility
27/03/23 Rolling out MOUs is an issue		Feb-24	CDO
Comments / Justifications			
15/02/24 - All MOUs are in place. CDO has commenced review of MOUs and also to standardise the MOUs			

IT, communications systems and infrastructure			Sep-22
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.			
Causal 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	Risk Rating
		Major	High
Key Controls		Type	Control Operating Effectiveness
Formal IT Infrastructure replacement / refresh program		Preventative	Inadequate
IT Vendor Agreement monitoring program (Wallis)		Detective	Effective
IT Disaster Recovery Plan		Recovery	Adequate
Infrastructure Security		Preventative	Adequate
UPS / Generator		Preventative	Effective
Mobile phones for key staff		Preventative	Effective
Overall Control Effectiveness			Adequate
Residual Risk		Consequence	Risk Rating
		Minor	Low
Risk Evaluation			Accept
Actions / Treatments		Due Date	Responsibility
Develop an IT DR Plan		Dec-23	DCEO
Review IT security controls		Jun-23	DCEO
Review IT back up		Dec-23	DCEO
Implement ICT plan (currently in development)		Sep-23	DCEO
Comments / Justifications			
27/03/23 - Cybersecurity program in place. Generators at Office and Landfills maintained and tested regularly			
15/02/24 - ICT Plan adopted December 23 OCM			
15/02/24 - Initial IT Disaster Recovery strategies encapsulated within ICT Plan			
15/02/24 - Formal IT infrastructure replacement program referenced in ICT Plan			




Misconduct		Sep-22		
Risk Description				
Intentional activities in excess of authority granted to an employee, which circumvent endorsed policies, procedures or delegated authority				
Causal 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	Date	Control Operating Effectiveness
Delegations register and process		Preventative	Sep-22	Effective
IT Security Framework (Profile Use)		Preventative	Sep-22	Adequate
Cash handling procedures		Preventative	Sep-22	Adequate
Staff on-boarding / induction program		Preventative	Feb-24	Effective
Internal reporting process		Preventative	Sep-22	Effective
Code of Conduct		Preventative	Sep-22	Effective
Council policies		Preventative	Sep-22	Effective
Performance Appraisal Program		Detective	Sep-22	Effective
Effective Leadership		Preventative	Sep-22	Effective
Overall Control Effectiveness			Effective	
Residual Risk		Consequence	Likelihood	
		Moderate	Possible	Moderate
Risk Evaluation				Monitor
Actions / Treatments			Due Date	Responsibility
27/03/23 - Records Officer developing Fraud and Corruption Plan			Dec-23	RO
27/03/23 - Induction Program framework to be developed by Payroll Officer			Dec-23	DCEO
Comments / Justifications				
15/02/24 - Induction process reviewed, including induction manual				
15/02/24 - Fraud & Corruption Plan 75% completed				

Project management			Sep-22
Risk Description			
Inadequate analysis, design, delivery and reporting of projects / change initiatives			
Causal 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	Risk Rating
		Major	High
Key Controls	Type	Date	Control Operating Effectiveness
Project reporting to Council	Preventative	Sep-22	Effective
Purchase orders	Preventative	Sep-22	Effective
Project proposal templates	Preventative	Sep-22	Effective
Use of project management tools	Preventative	Sep-22	Effective
Project reporting processes	Preventative	Sep-22	Effective
Budget allocations	Preventative	Sep-22	Effective
Project timelines	Preventative	Sep-22	Effective
Overall Control Effectiveness			Effective
Residual Risk		Consequence	Risk Rating
		Minor	Low
Risk Evaluation			Accept
Actions / Treatments		Due Date	Responsibility
Document project management framework		Dec-23	CEO
Comments / Justifications			
27/03/23 - Smartdraw software purchased that is used to develop Gantt charts and other reporting. Monday.com is also utilised to help develop project plans			
15/02/24 - DCEO and Council Support Officer attended Project Management Training in Feb 2024			
15/02/24 - Consequence reduced from Moderate to Low. Residual Risk is Low and Risk Evaluation is Accept			
15/02/24 - Project Proposal Template encapsulates project management framework as does Smartdraw			

Purchasing and Supply			Sep-22
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.			
Causal 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	Risk Rating
		Major	Extreme
Key Controls	Type	Date	Control Operating Effectiveness
Contractor management procedures	Preventative	Sep-22	Inadequate
Purchasing policy	Preventative	Sep-22	Adequate
Regular supplier / contractor review meetings	Preventative	Sep-22	Adequate
Use of WALGA contracts and e-quite system	Preventative	Sep-22	Effective
Buy Local Policy	Preventative	Sep-22	Adequate
RFQ/RFT processes	Preventative	Sep-22	Adequate
Overall Control Effectiveness			Adequate
Residual Risk		Consequence	Risk Rating
		Moderate	Moderate
Risk Evaluation			Monitor
Actions / Treatments		Due Date	Responsibility
Develop contractor management procedures		Dec-23	DCEO
Comments / Justifications			
27/03/23 - The review of purchasing policies went to the Audit Committee in March 23. These will now go to Council for April 2023. Completed			
15/02/24 - Purchasing Policy due for annual review			
15/02/24 - CEO and DCEO met with consultant 13/12/23 to seek quote to develop financial management tools including contractor management procedures - quote received and submitted to 24/25 Budget.			
15/02/24 - Overall Control Effectiveness changed from Inadequate to Adequate			

WHS		Sep-22	
Risk Description			
Non-compliance with the Workplace Health & Safety Act, associated regulations and standards.			
Causal 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	Risk Rating
		Catastrophic	Extreme
Key Controls		Type	Control Operating Effectiveness
Safety Policy (out of date)		Preventative	Effective
WHS committee (in development)		Preventative	Adequate
Induction program		Preventative	Effective
Safe work method statements		Preventative	Inadequate
Member of LGIS RRC program		Preventative	Effective
LGIS 3 steps to safety assessment		Detective	Effective
WHS Officer (0.5)		Preventative	Adequate
Emergency management program (needs review)		Preventative	Adequate

Risk register (part one)

-  Complete a row per risk. Then, in the separate *Risk Treatment Register*, summarise the action you'll take.
-  Add more rows if you need to (Main menu bar > Table > Insert > Rows Below).
-  **Important:** Use the risk assessment and acceptance tables in Part Three to work out the level of risk.

Date first introduced: 27 March 2023	Compiled by: CEO – Sean Fletcher
Date reviewed: N/A – Initial Register	Reviewed by NA:

Reference ID	Describe the risk	Rate the likelihood	Rate the consequence	= Resulting level of risk	Describe how adequate current controls are	Give it a risk priority
Eg. risk # 1	What can happen? How can it happen? When can it happen?	<ul style="list-style-type: none"> - Almost Certain - Likely - Possible - Unlikely - Rare 	<ul style="list-style-type: none"> - Insignificant - Minor - Moderate - Major - Catastrophic 	<ul style="list-style-type: none"> - Low - Moderate - High - Extreme 	<ul style="list-style-type: none"> - Effective - Adequate - Inadequate 	<ul style="list-style-type: none"> A - Must B - Should C - Could
S1: No power for more than a day Example: delete after reading or leave as a guide.	Power failure for more than one day Loss of all frozen stock, refrigerated food, food and drink cabinets Security system may not operate, staff cannot lock up No lighting to kitchen or elsewhere Could happen anytime, night or day, no notice Air con, exhaust fans and hand dryers will not work No appliances, but stoves will work if lit manually. No hot water Cash register, stock control and EFTPOS etc will not operate	Unlikely	Major	Moderate	Inadequate. Backup generator does not run Insurance will not cover losses. Not sure if security system has a battery backup	B
Health						
H1 8/01/24	Staff exposed to physical injury or trauma (including stress) that has impacts for more than 10 days	Likely	Moderate	High	Adequate – safe work practices are in place, WHS Committee in place and EAP is in place. Mental Health Sessions held quarterly	B

Financial Impact						
F1 27/03/23	WSFN – Mogumber Yarrawindah Rd Upgrades 2021/2022 and 2022/2023 – Deferred due to RFQ costs 50% above budget	Likely	Catastrophic	Extreme	Inadequate – proposed project management does not meet WFSN requirements. Costs up by 50%	A
F2 27/03/23	Calingiri New Norcia Road and Toodyay Bindi Bindi Road Intersection – On hold due to RFQ costs 50% above budget, Shire expending allocated MRWA funds in 2021/2022, land acquisition drawn out	Likely	Major	High	Inadequate – Shire funds spent on other operations. Costs up by 50%.	A
F3 27/03/23	AGRN962 – Flood Event March 2021. DFES will not recognise Shire’s submission. Several attempts have been made to rectify. Damage is set at \$4.25M	Possible	Catastrophic	High	Inadequate – DFES is using current criteria to assess Flood Event	A
F4 15/01/24	Inadequate staff housing (lack of housing stocks makes it difficult to recruit and maintain staff in some roles)	Likely	Major	High	Inadequate – need at least 1 house for Outside staff. Need 1 house for Regulatory Services personnel/other	B
F5 15/01/24	Shire does not follow the Asset Management Plan	Almost Certain	Catastrophic	Extreme	Adequate – Plant Replacement Program in place, Bridge Maintenance Program in place. Road Hierarchy drafted	A

Service Interruptions

S1	Power blackouts and shutdowns to allow repairs and upgrades	Almost Certain	Minor	High	Effective – generators in place and maintained on a regular basis and there is a business continuity plan in place	A
S2	Information, Technology and Communication systems hacked or shut down due to other causes	Almost Certain	Moderate	High	Effective – staff undertake cyber training and there is a business continuity plan in place. Also, Shire Office upgraded to 5G fibre	A
S3	Water supply to all shire facilities in Calingiri interrupted	Almost Certain	Moderate	High	Adequate – bottled water is at the Depot and staff can access public toilets	A

Compliance

C1 27/03/23	Implementation of Stage 5 of the Public Health Act – allocation of local health tasks	Possible	Minor	Moderate	Adequate – EHO currently contracted to the Shire. EHO's are expected to do key tasks. Other tasks can be reallocated to other staff	B
C2 27/03/23	Not managing complaints for the Behaviour Complaints Committee in a timely fashion	Almost Certain	Moderate	High	Inadequate – Process has not been reviewed or tested as yet	A
C3 27/03/23	Risk Procedures including the Risk Register and Risk Dashboard are inadequate or not implemented	Possible	Major	High	Adequate – Updated Risk Assessment and Acceptance Criteria adopted by Council 22 March 2023. Risk Procedures in place and Risk Register implemented 27/03/23	A
C4 3/06/22	Record Keeping Plan is not followed	Almost Certain	Major	Extreme	Inadequate – Plan not being used, records not being recorded or filed. Records not archived	A

Reputation

R1 27/03/23	Dog attacks not responded to in a timely fashion	Almost Certain	Minor	High	Inadequate – Process to handle dog attacks including effective reporting and follow-up	A
R2 15/01/24	Communication strategy not followed, creating gaps in the Shire's level of communication/engagement with the community	Likely	Minor	Moderate	Effective – Website updated, Well Done afterhours, Newsletter improved, Facebook improved. Mailouts where required. OCM video uploaded to website	A




Property

P1 8/01/24	Uncertainty regarding the status of the Shire's CCTV causing problems when there is an incident e.g. damage to property or a break in	Likely	Minor	Moderate	Adequate – A review of current CCTV across the Shire is required eg improved monitoring	B
P2 8/01/24	Ongoing confusion regarding the responsibilities of the Shire and the Progress Associations to manage the Shire's halls despite the implementation of MOUs, causing matters not to be addressed.	Likely	Minor	Moderate	Adequate – review of MOUs in place required to ensure meeting requirements	A

Environmental

E1 15/01/24	Breaches regarding inadequate monitoring of the bores for the Bolgart Landfill	Possible	Minor	Moderate	Inadequate – bores are required to monitor seepage from landfill into water sources	A
E2 15/01/24	Shires landfills (Calingiri, Bolgart & Mogumber) do not comply, leading to DWER intervention	Possible	Minor	Moderate	Adequate – EHO has reviewed and identified actions in the Strategic Waste Plan. E-Waste Transfer stations being implemented. Other transfer stations to follow	A
E3 8/01/24	Water Supply to communities continues to be inadequate	Almost Certain	Moderate	High	Adequate – Supply to Mogumber needs to be secured. Piawaning desalination plant requires upgrading (filtration system). Access to Gillingarra Water needs resolution. Standpipes need better security	A

Risk treatment register (part two)

-  Use one row per risk. Work your way across, left to right.
-  Add more rows if you need to (Main menu bar > Table > Insert > Rows Below).
-  This summary is based on your analysis of each risk in the *Risk Register (stage one)*.

Date first completed: 27 March 2023	Compiled by: Sean Fletcher
Date reviewed: N/A	Reviewed by:

Risk in priority order from the risk register	Possible treatment options - Available options - More research needed to create new options?	Preferred options	Choose what to do: A = accept option/s R = reject option/s	Who will implement option/s	By when?	Who will monitor this risk and its treatment?	Further action
Risk S1: Priority B No power for more than a day Example	1. Fix generator 2. Buy second generator 3. Investigate better insurance 4. Research exactly how long food keeps for in fridges and freezers without power 5. Simply shut down to cut losses and claim on insurance 6. Set up an agreement with another store 7. Improve fridge insulation	1. 3. 4. 6.	1. = A 3. = A 4. = A 6. = R	Jerry	21/12/2012	Elaine	- Take generator in - Contact broker - Talk to manufacturer or industry association?
C1 Priority B Allocation of EHO tasks	1. CEO and EHO to meet and identify key tasks versus minor tasks	1	1 = A	CEO	31/12/23	Reg Support Off (Saoirse)	Outcomes to be documented:

C2 Priority A	<ol style="list-style-type: none"> 1. Advise Committee Chair on status of initial complaints 2. Advise complainants on status of complaints 3. Call Committee meeting once discussed with Committee Chair 	<ol style="list-style-type: none"> 1 2 3 	<ol style="list-style-type: none"> 1 = A 2 = A 3 = A 	Complaints Officer – CEO	30/04/23	CEO	Process for 2023 was unsatisfactory as the Complaints Officer (CEO) was time poor due to other priorities
C3 Priority A Risk Register and Risk Dashboard	<ol style="list-style-type: none"> 1. Update Risk Dashboard to reflect realistic timeframes 2. Develop Risk Register 	<ol style="list-style-type: none"> 1 2 	<ol style="list-style-type: none"> 1 = A 2 = A 	CEO	31/03/23	CEO	Roll out to all staff: <ul style="list-style-type: none"> • Risk Register in place March 2023; • Risk Dashboard to be updated Jan 2024
C4 Priority A Record Keeping Plan	<ol style="list-style-type: none"> 1. Record Keeping Plan updated and compliant 2. Archives completed 3. Training undertaken for Records Officer and all staff 4. Staff to register own records 5. Source new records management system 6. Mentor implemented for Records Officer 7. Hard copy records archived off site 	<ol style="list-style-type: none"> 1 2 3 4 5 6 	<ol style="list-style-type: none"> 1 = A 2 = A 3 = A 4 = A 5 = A 6 = A 7 = A 	Records Officer	03/06/22	Records Officer	<ul style="list-style-type: none"> • Record keeping plan lodged with SRC • Archive project completed 31/12/22 • Mentor program in place • Staff training in place • Council First to be implemented by 31/01/24
E1 Priority A Monitoring of Bolgart Landfill Bores	<ol style="list-style-type: none"> 1. Resolve with DWER whether landfill can be deregistered, hence bores will not be required as transfer stations are being installed and putrescible waste taken to Calingiri or Northam 	<ol style="list-style-type: none"> 1 	<ol style="list-style-type: none"> 1 = A 	EHO	31/03/24	EHO	EHO has commenced discussions with DWER. EHO and CEO to discuss next course of action
E2 Priority A Shire Landfills	<ol style="list-style-type: none"> 1. Implement Strategic Waster Management Plan 2. Audit landfills and reconfigure to allow for 5M setbacks 3. Implement E-Waste Transfer Stations 4. Expand to include other transfer facilities for waste 	<ol style="list-style-type: none"> 1 2 3 4 	<ol style="list-style-type: none"> 1 = A 2 = A 3 = A 4 = A 	EHO/CEO	8/01/24	EHO	<ul style="list-style-type: none"> • Works for E-Waste Transfer stations underway • Other transfer of waste to be incorporated

E3 Priority A Water Supply	<ol style="list-style-type: none"> 1. Develop a water strategy 2. Secure standpipes 3. Upgrade Piawaning Desalination Plant (Filtration System) 4. Improve bore maintenance 5. Take over management of Gillingarra Bore 	<ol style="list-style-type: none"> 1 2 3 4 5 	<ol style="list-style-type: none"> 1 = A 2 = A 3 = A 4 = A 5 = A 	CEO	8/01/24	MWS	<ul style="list-style-type: none"> • CWSP grant applied for to fund water strategy • New filtration system and bore for Piawaning Desalination Plant underway • Parker Rd Bore repaired and pump replaced • Supreme Court action pending Gillingarra Bore
F1 Priority A Mogumber Yarrowindah Rd	<ol style="list-style-type: none"> 1. CEO and MWS to present to WSFN Steering Committee re delays 2. CEO, MWS and Engineer to revisit in May 2023 specification for works 	<ol style="list-style-type: none"> 1 2 	<ol style="list-style-type: none"> 1 = A 2 = A 	CEO	31/03/24	Contracted Project Manager	<p>RFQ to be issued May/June 2023:</p> <ul style="list-style-type: none"> • Quotes opened 15 June 2023 and closed on 21 July 2023 • Allister Butcher (Shire Engineer) managed project • Works were completed December 2023

F2 Priority A Calingiri NN Intersection	<ol style="list-style-type: none"> 1. CEO and MWS to present to WSFN Steering Committee and seek funding as a priority project 2. Amend land purchase agreement to meet expectations re fencing and drainage 3. MWS to undertake works as per project plan 	<ol style="list-style-type: none"> 1 2 3 	<ol style="list-style-type: none"> 1 = A 2 = A 3 = A 	CEO/MWS	31/03/24	Contracted Project Manager	<ul style="list-style-type: none"> • CEO met with WSFN representatives at LG Week. WSFN cannot assist with funding • RFQs issued October 2023, Closed 17/11/23 • Quotes unacceptable. Plan B developed i.e. Shire to undertake and manage project. • Requests issued to MRWA for \$348K and CBH \$300K • ARC requirements clarified and commitment to rail crossing secured 15/01/24
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F3 Priority A AGRN962	1. MWS to work with DFES to confirm roads that will be funded	1	1 = A	MWS	30/06/23	MWS	<p>Core to assist with project:</p> <ul style="list-style-type: none"> • Leader of the Opposition undertook Parliamentary Grievance in August 2023 • Minister has asked DFES Director of Funding to meet with CEO • Opposition Leader's COS queried 8/1/24 if the Director DFES had been in touch. CEO advised no
F4 Priority B Staff Housing	1. Build two houses – Loan required \$1M 2. Seek GROH rentals in Calingiri (2 properties) 3. Update Staff Housing Plan 4. Participate in AROC Key Worker Housing project including Edmond Street Key Worker Housing s	1 2 3 4	1 = A 2 = A 3 = A 4 = A	CEO	15/01/24	CEO	<ul style="list-style-type: none"> • CEO is Chair of AROC Housing working group • Edmond Street Concept Plan developed • Seek headworks and other funding for Edmond Street • Build one house in Calingiri and one house in Bolgart

F5 Priority A Asset Management Plan not followed	<ol style="list-style-type: none"> Update AMP to include linkages to: <ol style="list-style-type: none"> Road Hierarchy Plant Replacement Program Bridge Maintenance Program Drainage Program Vegetation Program Document RAV Network Footpath Program etc Sewerage Program Establish Building Maintenance Program Engage consultant to help make effective use of AMP 	<ol style="list-style-type: none"> 	<ol style="list-style-type: none"> 1 = A 2 = A 3 = A 	CEO	15/01/24	SMT	<ul style="list-style-type: none"> PBuS to develop building maintenance program CEO to engage consultant Engineer to draft RAV document EHO to administer sewerage audits/business case to improve sewerage systems MWS to engage consultant re drainage program MWS to develop vegetation program, footpath program
H1 Physical/Mental Health Injury	<ol style="list-style-type: none"> Support WHS Committee Provide quarterly mental health training/initiatives Provide EAP Implement emergency evacuation procedures Improve communication/engagement 	<ol style="list-style-type: none"> 	<ol style="list-style-type: none"> 1 = A 2 = A 3 = A 4 = A 5 = A 	CEO	8/01/24	Payroll	<ul style="list-style-type: none"> WHS Committee meets quarterly Mental health workshops in place EAP in place Evacuation procedures in place Staff quarterly newsletter in place and regular staff meetings at all levels

P1 Priority B Shire's CCTV	1. Identify suitable company to undertake review 2. Develop CCTV management plan	1 2	1 = A 2 = A	CoSO/CESM	30/06/24	CESM	Sapio engaged to undertake project. Project halted with resignation of CoSO in June 2023. CEO reactivated with CESM 9/1/24
P2 Priority A Shire MOUs	1. Engage 150 Squared to assist 2. Review roadblocks regarding rollout of MOUs	1 2	1 = A 2 = A	CEO/CDO	31/03/24	CDO	All but one MOU (Yerecoin) implemented: <ul style="list-style-type: none"> Mogumber not using MOU. Continue to reach out to President or CEO
R1 Priority A Dog Attack response	1. Investigate implementation of on-call (after hours) service 2. Flowchart regarding after hours contacts and support required	1 2	1 = A 2 = A	CEO	30/06/23	PA	Well Done (after hours contact) implemented Prior to Christmas 2023
R2 Priority A Communication Strategy not followed	1. Communication Team in place including action plan based on communication strategy 2. Improve website, Facebook and Newsletter 3. Implement afterhours support 4. Upload OCM videos to website	1 2 3 4	1 = A 2 = A 3 = A 4 = A	CEO	15/01/24	PA	<ul style="list-style-type: none"> Communication Team meets bi-monthly Website, Facebook and Newsletter upgraded Well Done after hours in place Videos of council meetings in place
S1 Priority A Power Outages	1. Office Admin generator is maintained and tested on a regular basis 2. Depot generator is maintained and tested on a regular basis 3. Emergency Services generator is maintained and tested on a regular basis	1 2 3	1 = A 2 = A 3 = A	MWS	Ongoing	MWS	Working satisfactorily

S2 Priority A Interruption to ITC	<ol style="list-style-type: none"> 1. Ensure there is ongoing cyber security training in place 2. Maintain and update business continuity plan 	<ol style="list-style-type: none"> 1 2 	<ol style="list-style-type: none"> 1 = A 2 = A 	DCEO	Ongoing	DCEO	Working satisfactorily
S3 Priority A Water supply interrupted	<ol style="list-style-type: none"> 1. Contact plumber or bore specialist 2. Contact Water Corporation, Moora 3. Secure access to toilets 4. Secure access to water supplies (bottled water) 5. Secure access to alternate water for ovals etc 	<ol style="list-style-type: none"> 1 2 3 4 5 	<ol style="list-style-type: none"> 1 = A 2 = A 3 = A 4 = A 5 = A 	MWS, PBuS, CEO	Ongoing	MWS	Working satisfactorily

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Risk assessment and acceptance criteria (part three)

Measures of Consequence							
Type	Health	Financial Impact	Service Interruptions	Compliance	Reputation	Property	Environmental
Insignificant (1)	Near miss / minor first aid injuries	Less than \$10,000	No material service interruption	No noticeable regulatory or statutory impact. Threat of litigation. No effect on contract performance.	Unsubstantiated, low impact, no media involvement Example Gossip, Facebook item seen by limited persons	Inconsequential or no damage.	Contained, reversible impact managed by on site response
Minor (2)	Medical type injuries / Lost time injury <30 Days	\$10,000 - \$50,000	Short term temporary interruption – backlog cleared (< 1 day)	Some temporary non compliances. Single minor litigation. Requires formal meeting with contracted party where concern is raised.	Substantiated, low impact, low news profile Example Local paper / Industry news article, Facebook item seen by multiple groups	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
Moderate (3)	Medical type injuries / Lost time injury >30 Days	\$50,001 to \$250,000	Medium term temporary interruption – backlog cleared by additional resources (< 1 week)	Short term non-compliance but with no significant regulatory requirements imposed. Single moderate litigation or numerous minor litigations.	Substantiated, public embarrassment , moderate impact,, moderate news profile. Example State-wide paper, TV News story.	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies

Major (4)	Long-term disability / multiple injuries	\$250,001 to \$1,000,000	Prolonged interruption of services – additional resources; performance affected (< 1 month)	Non-compliance results in termination of service or imposed penalties. Single major litigation.	Substantiated, public embarrassment, high impact, high news profile, Third Party actions Example Australia wide news stories. Regulatory / Political commentary involvement	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
Catastrophic (5)	Fatality, permanent disability	>\$1,000,000	Indeterminate prolonged interruption of services – non-performance (> 1 month)	Non-compliance results in litigation, criminal charges or significant damages or penalties. Numerous major litigations / class action.	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, Third Party actions Example World wide news, Focused articles (e.g. 60 minutes). Regulatory / Political oversight and involvement.	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact

Measures of Likelihood			
Level	Rating	Description	Frequency
5	Almost Certain	The event is expected to occur in most circumstances (>90% chance)	More than once per year
4	Likely	The event will probably occur in most circumstances(>50% chance)	At least once per year
3	Possible	The event should occur at some time(20% chance)	At least once in 3 years
2	Unlikely	The event could occur at some time(<10% chance)	At least once in 10 years
1	Rare	The event may only occur in exceptional circumstances(<5% chance)	Less than once in 15 years

Risk Matrix						
Consequence Likelihood		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
LOW	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Supervisor / Team Leader
MODERATE	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Service Manager (e.g. MFA, MWS, PBuS, CESM)
HIGH	Urgent Attention Required	Risk acceptable with effective controls, managed by senior management / executive and subject to monthly monitoring	Executive Team (SMT)
EXTREME	Unacceptable	Risk generally not acceptable	CEO & Council

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

Project Proposal

Name of Project

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Overview

Provide some context about the project – what issues or problems caused it?

Objectives

Outline the goals and objectives of the project. Example: Improve the customer complaint process

Link to SCP/CBP/Other Plan

Insert the key plan reference e.g.:

STRATEGIC PRIORITIES		WE KNOW WE ARE SUCCEEDING WHEN	
1. COMMUNITY			
1.1 Healthy, connected and safe communities	Achieve and update the Disability Access Inclusion Plan		
	Achieve and update the Aged Friendly Community Plan		
	Maintain and extend the footpath network		
	Achievement towards our Public Health Plan		

Budget/Cost Implications/Resources

What are the financial/resources implications and how is it funded from the Shire's budget?

Success Metrics

Explain how you will measure whether the above goals (objectives) have been achieved. Use SMART where appropriate: **S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**imely .

Timeline

Insert the project timeline. This can be a Gantt Chart, Spreadsheet, or list of milestones and so on. This could be a separate attachment.

Tasks (Actions)

What are the key components of the project and list who will do what. This can be both in long form (written) and/or a Gantt Chart. This may be included as an attachment (An example is provided in Attachment 1).

Project Approved

Insert who needs to approve and signature panel including date

Project Proposed By

Name: Rudyard Kipling

Date: XX/XX/XXXX

CEO/DCEO/MWS/Building Surveyor/CESM/Council Approved/Not
Approved (delete those not relevant)

Name: Lord Fauntleroy

Date: XX/XX/XXXX

Attachments

Attachment 1 – Gantt Chart

Attachment 2 – Design Plans for XYZ

Notes/Instructions:

1. This template should be used for projects, ideas, proposals across the board.
2. Ideally, a covering memo should be attached to the proposal.
3. For simple proposals or requests up to \$10 000, these can be undertaken using the Shire's memo template. Ideally, the headings used in the memo should be:
 - a. Overview
 - b. Budget/Cost/Resource Implication
 - c. Timeline (When due)
 - d. Proposal Approved

Please remove the above from the finished proposal

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Attachment 1 – Gantt Chart

	Task	Assigned To	Cost	Update/Comments	Start	End	Dur	%	2023				2024				2025				2026																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
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The above example was produced in Smartdraw. An Excel spreadsheet is fine too. Microsoft Project is an example of a detailed project tool

Procurement Management

The Procurement Cycle

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What Is Procurement?

Procurement is a decision-based set of processes that includes sourcing suppliers, negotiating, agreeing contracts, requests for quote (RFQ), expressions of interest (EOI), tendering, and placing purchase orders.

Good procurement practices (management) will lead to improved financial performance through optimising savings, reduced supply chain risk through transparency and vetting of suppliers and improved regulatory compliance through meeting the purchasing requirements of the *Local Government (Function and General) Regulations 1996*.

What is Procurement Management?

Procurement management is responsible for overseeing all the processes involved in acquiring the products, materials, goods and services needed for efficient business operations ([Michigan State University, 2023](#)).

Procurement management ensures that all items and services are properly acquired so that projects and processes can proceed efficiently and successfully.

The Shire of Victoria Plains procurement process is subject to the purchasing guidelines set out in [Council Policy 3.1 – Purchasing Framework](#). In particular, this policy sets out:

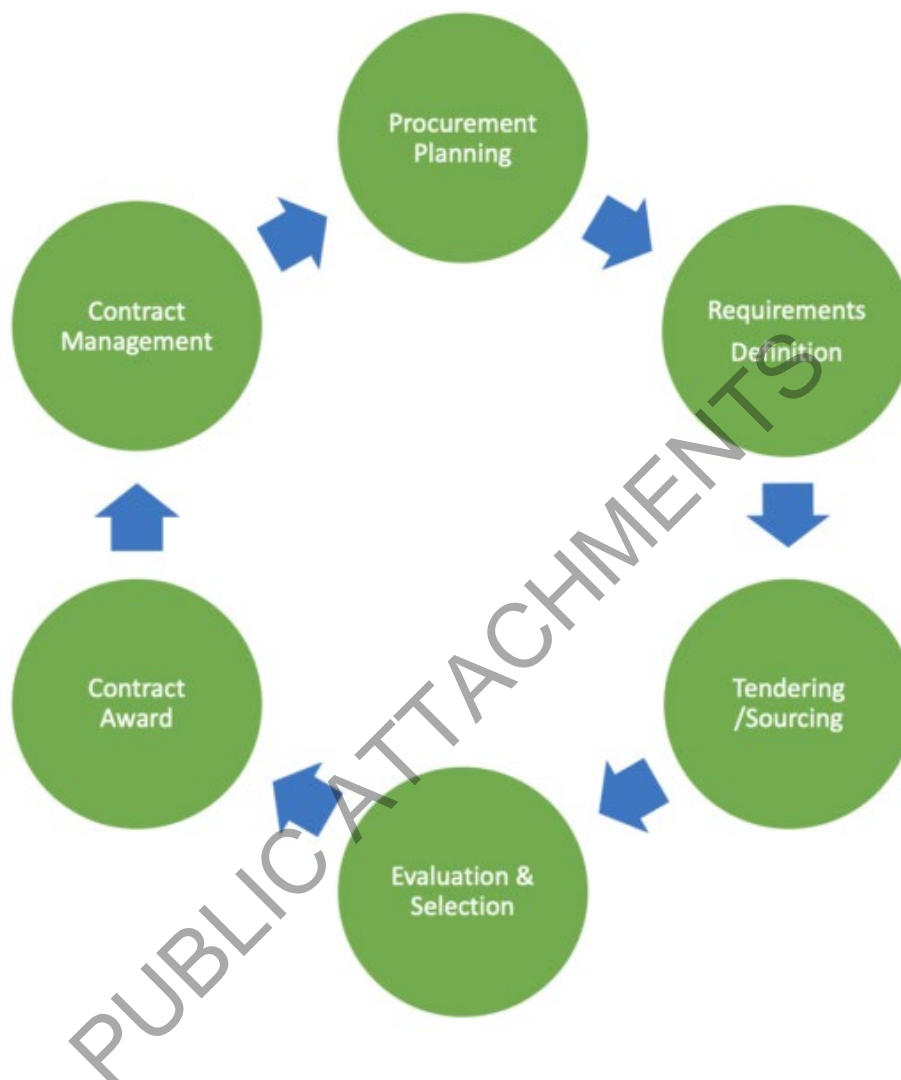
- The purchasing principles to be followed: ethics & integrity, value for money and sustainable procurement;
- The purchasing thresholds and requirements e.g. the type of response required for each threshold i.e. verbal quote, written quote, or tender submission;
- The need to use the quotation process and the Quotation Acceptance Form;
- The level of regulatory compliance required for all purchasing; and
- The tender process.

The Procurement Cycle provides guidance on how to successfully manage the procurement cycle for each purchase.

What Is the Procurement Cycle?

The procurement cycle is a model that describes, by a series of high level steps, an organisation's procurement process ([Sanszu Business Training, 2023](#)).

Simple Procurement Cycle



The basic six steps of a simple procurement cycle are:

1 Procurement planning – Generally > \$10,000

This stage features:

- Identifying the Shire's need or problem to be solved e.g. road sealing works;
- Identifying timing of requirement (when do we need it, how much, etc.);
- Identifying the possible procurement route(s) (i.e. lease/contract/buy etc);
- Identifying potential suppliers e.g. local providers, Shire's panel contract, WALGA preferred supplier panel;
- Alignment to procurement strategy or policy.

2 Requirement definition

Identifying the specifications of what is required to further finesse the supplier pool and ensure that we place contracts for what is needed.

This phase will usually include:

- Identifying detailed specifications (i.e Functional/Technical);
- Particular Terms & Conditions required (i.e. warranty etc.);
- Identifying points of interest/information for potential suppliers.

3 Tendering or sourcing (RFQs)

This phase primarily deals with communicating requirements and receiving responses from suppliers. There may be technical reviews and site meetings required (where suppliers have queries) or clarifications over commercial terms, so it should be seen as more than just a “transactional” phase.

Typical steps include:

- Issuing of RFQs, or EOIs or tender documents to supplier pool or nominated supplier;
- Receiving the response.

Key Requirement

Each officer that has developed a specification for tender, EOI or quote must provide the appropriate documents to the Finance Coordinator. The Finance Coordinator ensures that all tenders, EOIs and quotes issued are tracked in the appropriate register and filed appropriately. The Records Officer will verify the veracity of the registers kept and records maintained.

4 Evaluation and selection

Once the responses have been received, the evaluation panel (as per Policy 3.1) will be required to sift through the responses, evaluate them, and narrow the list down to a chosen supplier.

There is a wide range of tools and methods for evaluating responses, whether driven by cost, technical response, expertise, lead time, or a combination.

In the case of a tender, the results must be submitted to Council for verification.

5 Contract award

Once we have selected a supplier, the next phase is to place a purchase order or contract (generally for tender outcomes or substantial purchases); this will include:

- Communication with the successful supplier;
- Awarding the contract, signing an agreement and/or placing the purchase order.

6 Contract management

Once the purchase order, agreement or contract has been placed and/or signed, the next phase is to manage the supplier to delivery. There may be further communications with the supplier (especially where problems emerge).

This phase will include:

- Managing the contract/agreement through to delivery & closure including:
 - Making payments as per the agreed milestones;
 - Keeping both financial and written records of all transactions.
 - Keeping the contract register of contracts awarded up to date on the Shire's website.

Key Responsibilities

As the Shire does not have a procurement officer, the procurement process is shared across the organisation as follows:

Review of Policy 3.1 – Purchasing - Framework	Deputy CEO
Procurement Guidelines	CEO/Governance
Creditors/Payments	Creditors/Rates Officer
Tender/EOI Register	Finance Coordinator
RFQ Register	Finance Coordinator
Contracts Register (Website)	PA to the CEO
Development of Specifications	Responsible Officer for purchase
Issue of RFQ	Responsible Officer for purchase
Internal Audits re the above	Records Officer

								2024											
Task	Assigned To	Cost	Comment	Start	End	Dur	%	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Corporate Business Plan 2023 - 2024				1/7/23	28/6/24	257	57												
1. Community				1/7/23	28/6/24	257	57												
1.1 Healthy, connected and safe communities				1/7/23	28/6/24	257	70												
a. Update and achieve strategies in the DAIP	EHO		● New DAIP 2023 - 2028 completed and uploaded to Shire website ● Action Plan to be developed	1/7/23	30/9/23	65	100												
b. Support seniors activities	CDO	4,000 (G)	● Christmas in July. Grant funded - C ● Seniors Bingo held 8/12/23. Grant Funded - C ● Grandparents Day in November - Not held ● Seniors Christmas Lunch - Dec (Christmas celebration combined with Bingo instead) - C ● Be Connected - Ongoing at ORB	1/7/23	28/6/24	257	58												
d. Annual footpath maintenance, upgrade and extension	MWS	20,000	● Milner St Yerecoin - Part 2 - September 2023 - C ● Nicholls St - Bolgart - kerbing on southern edge - C ● Cavell St - Calingiri - kerbing to eastern edge on northern side of road - C ● Improvements to five sections in Calingiri - C	1/12/23	28/5/24	127	100												
e. Achieve strategies in the Public Health Plan	EHO		● Draft to be issued to public & targeted stakeholders in December - Deferred ● Finalise February 2024	1/7/23	28/6/24	257	58												
f. MoUs with local community organisations implemented	CDO		● Waiting on Yerecoin (last one). To be reviewed Jan/Feb 2024	1/7/23	29/9/23	65	75												
1.2 Inclusive community activities, events and initiatives				1/7/23	28/6/24	257	57												
b. Source funding and co-ordinate delivery on initiatives that support arts, culture, learning and recreation	CDO	20,000 (G) 5,000 (S) 21,000 (G) 8,000 (G) 10,000 (G)	● Implement Safe and Together Program - youth extremism - D ● Goomalling to Yerecoin Arts Trail in September - Event Held - U ● Live Music Grant - Bolgart Hall re stage curtain, sound system and baffles- C ● Inflatable Movie Screen - Summer Movie Nights. CBH Grant secured = \$2,745 - C ● Chalice Mining re Youth Yued Bushwalk - P	1/7/23	28/6/24	257	58												
c. Community grant scheme for volunteer groups	CDO	20,000	● Commenced November 2023. Process updated and grants awarded Dec OCM	1/4/24	28/6/24	65	50												
d. Support existing community events to attract people to our communities and businesses	TP/CEO CDO	7,000 15,000 (G) 4,900 (G)	● Piawaning R18203 & 18204 - Issued for final comments in August. Piawaning Expo is satisfied with proposed boundary. Meeting with Piawaning PA scheduled for 15/02/24 ● Australia Day. Grant Successful ● Anzac Day. Advisory group appointed 25/10/23. Request for Flyover submitted ● Lexus Melbourne Cup Tour - U ● Youth Leadership - July - C ● Youth Week - April 2024 - P ● Piawaning Expo - C 02/09/23 ● Yerecoin Markets - C ● Bolgart Bush Christmas Markets - C ● Calingiri PA and ORB Activities - Halloween 27/10/23 - C	1/7/23	28/6/24	257	58												
1.3 Recreational, social and heritage spaces are safe and activated				1/7/23	28/6/24	257	58												
a. Develop and Implement a Sport and Recreation Master Plan	CEO	20,000	● Otium appointed to draft SRMP. Phase 1 meeting held in Calingiri - 18/12/23 ● Phase 2 & 3 meetings are held in Mogumber 06/02/23 and scheduled for 12/02/24 Calingiri Sports Pavilion ● Phase 4 consists of a questionnaire to all groups ● Implement outcomes from 24/25	1/9/23	28/6/24	213	50												
b. Promote and maintain heritage facilities	CDO	8,000	Rescheduled for completion April 2024. Consultant waiting on New Norcia register	1/7/23	30/4/24	214	67												
c. Provide a community gym	PA/DCEO	4,750	● Reconfigure gym in 23/24 - to be included in SRMP ● Gym equipment serviced 11/09/23	1/7/23	28/6/24	257	58												
1.4 Support emergency services planning, risk mitigation, response and recovery				1/7/23	28/6/24	257	44												
4				1/7/23	28/6/24	257	44												

Legend
C = Completed
U = Unsuccessful
D = Deferred
P = Pending

Shire of Victoria Plains		Audit Committee Meeting 28 February 2024																	
Task	Assigned To	Cost	Comment	Start	End	Dur	%	2023						2024					
								Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Corporate Business Plan 2023 - 2024				7/1/23	6/28/24	257	44	<div></div>											
1. Community				7/1/23	6/28/24	257	44	<div></div>											
1.4 Support emergency services planning, risk mitigation, response and recovery				7/1/23	6/28/24	257	44	<div></div>											
a. Active leadership and participation in LEMC	CoSO	10,000	<ul style="list-style-type: none">● LEMC - resolved to amalgamate with Moora.. Not proceeded with at this stage. Next SoVP LEMC meeting scheduled● New LEMA required late 2023 - D. Restarted Jan 24. Will take 4 months to complete including undertaking an exercise	7/1/23	6/28/24	257	58	<div></div>											
b. Scenario planning and training	CESM	DFES 1,550 (S)	<ul style="list-style-type: none">● Volunteer (FCO) training calendar - ongoing. New Calendar due March - BFAC● CBFCO and DBFCO to undertake training - September - C● President, CEO and CESC attended DEMC scenario planning 06/09/23● President and CEO attended WALGA Emergency Management Foundations for LG	7/1/23	6/28/24	257	58	<div></div>											
c. Community Safety Officer provides education and support to residents to prepare for natural disasters and bushfires	CoSO		<ul style="list-style-type: none">● CoSO role continues to be vacant and is impacting on this deliverable. Looking at Northam or Wongan support options● Storm safety education campaign September Quarter - weekly● Schools Program - TBC● Improve focus re events and for seniors in 23/24	7/1/23	6/28/24	257		<div></div>											
e. Support emergency service volunteer attraction and retention	CESM	40,000 (S)	<ul style="list-style-type: none">● As per Engagement Schedule● BFB Procedures on-hold due to Parliamentary JSCDL's view that these undermine the BFB Local Laws. CEO has reviewed policies. New Act will be out for consultation soon	7/1/23	6/28/24	257	58	<div></div>											

Shire of Victoria Plains				Audit Committee Meeting 28 February 2024																			
				Task	Assigned To	Cost	Comment	Start	End	Dur	%	2023						2024					
												Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Corporate Business Plan 2023 - 2024				7/1/23	6/28/24	257	51																
Environment				7/1/23	6/28/24	257	51																
3.1 Maintain a high standard of environmental health and waste services				7/1/23	6/28/24	257	57																
a. Deliver environmental health services	EHO	40,000	Contract in place - ongoing	7/1/23	6/28/24	257	58																
b. Continue to educate community\ about waste minimisation and recycling	EHO	25,000 (G)	Develop program once Waste Management Plan is in place: ● 23/24 Shire Administration. Grant funding unsuccessful - EHO developing program for staff ● 24/25 Community Program	1/1/24	6/28/24	130	50																
c. Capacity and infrastructure enhancements at our landfill sites	EHO, MWS	246,260 (G)	● E-Waste Grant - transfer stations at C, B & M landfills successful - Sheds and concreting ordered. Begin installtion March 2024 ● Review of status of Bolgart Landfill underway ● Suitability of strategic waste site - raised with AROC ● Investigating Strategic Waste Site	7/1/23	6/28/24	257	58																
d. With the community, forward plan the aesthetics of our cemeteries	MWS, CDO		● Bolgart PA requested cemetery sign for consideration in 23/24 - Water meter ordered. ● Calingiri Cemetery entry walls and arch - completed ● GPR and mapping of cemeteries completed at no cost. Chronicle to go live Feb 2024	7/1/23	6/28/24	257	58																
e. Improve Sewerage Schemes (Forms part of the Rate Review)	EHO, MWS, DCEO	38,750	● 23/24 plan upgrade to Calingiri re 2.1.h (Edmond Street Plan) ● 24/25 Yerecoin - extend to pick up vacant blocks ● Process to lift Yerecoin caveats/ agreements underway 12/12/23	7/1/23	6/28/24	257	58																
3.2 Conservation of our natural environment				7/1/23	6/28/24	257	45																
a. Promotion and management of invasive species programs to the community	EHO/ Environment Officer	4,000 (G)	Environment Officer as part of the Biodiversity Plan will in 23/24: ● Discuss potential scope with locals; ● Liaise with Moore Catchment Council re possible programs ● Waiting on appointment of Environment Officer	10/1/23	6/28/24	192	0																
b. Preparation and management of nature reserves and roadside verges to reduce bushfire risk	MWS, CESM, MAF Coordinator	250,000 (G)	● Fire Mitigation Plan drafted 12/09/23. 22 Parcels including mulching and prescribed burning (to be done at cooler times) ● Grant for \$500,000 submitted end October 23. Have received \$164,000 ● MAF Officer discussions with DFES unsuccessful re increasing allocation ● CEO is currently considering offer that SoVP is part of new 3 Year MAF Pilot Program	9/1/23	5/31/24	193	55																
c. Animal control program is reviewed annually	CoSO	\$35,000 (G)	● Grants for animal pound open April 24 ● AROC Corella Management Program commenced 01/07/23. CEO to meet with coordinator ● Shooting program ongoing ● Ranger support service engaged	7/1/23	6/28/24	257	58																
d. Develop and implement a Water Strategy (Includes development of framework for the strategy and key CWSP grant funding)	CEO/PBSu		● CWSP grant submitted by CDO for this activity ● Potential consultant identified by Department of Water	7/1/23	6/28/24	257	58																

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Shire of Victoria Plains				28 February 2024				2023						2024									
Task	Assigned To	Cost	Comment	Start	End	Dur	%	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun				
Corporate Business Plan 2023 - 2024				7/1/23	6/28/24	257	56	<div><div></div></div>															
Civic Leadership				7/1/23	6/28/24	257	56	<div><div></div></div>															
4.1 Forward planning and implementation of plans to achieve community priorities				7/1/23	6/28/24	257	58	<div><div></div></div>															
a. Deliver quarterly reviews of the Shire Strategic Plan and Corporate Business Plan	CEO		●September Quarterly Review submitted to October OCM ●December Quarterly Review undertaken by CEO. Copied issued in 12/1/24 Weekly Update	7/1/23	6/28/24	257	58	<div><div></div></div>															
b. Active participation in AROC and Avon Midland CZ	CEO		Oct - Rural Water Council Nov - Goomalling Zone, AROC GG	7/1/23	6/28/24	257	58	<div><div></div></div>															
4.2 Shire communication is regular, clear and transparent				7/1/23	6/28/24	257	57	<div><div></div></div>															
a. Implement and review the community engagement policy	CEO		●Policy was adopted 15/12/21 ●Interim evaluation of effectiveness submitted 26/07/23 ●Review on hold subject to Minister's model to be issued as part of the Local Government Act Reforms	11/1/23	12/29/23	41	100	<div><div></div></div>															
b. Implement the Communications Strategy (Implemented 15/12/21)	CEO		●Updates to be provided quarterly ●Progress of Communications Strategy reported to Council 26/07/23	7/1/23	6/28/24	257	58	<div><div></div></div>															
c. Continue to uphold our Customer Service Charter and undertake a survey to measure our performance	DECO		●22/23 survey results submitted 26/07/23 ●Next survey April 2024	4/1/24	5/31/24	45	10	<div><div></div></div>															
d. Shire newsletter made available online, print and emailed to residents	PA		Ongoing. Newsletter issued Ju, Au, Sep, Oct, Nov, Dec	7/1/23	6/28/24	257	58	<div><div></div></div>															
4.3 Proactive and well governed shire				7/1/23	6/28/24	257	54	<div><div></div></div>															
a. Continue to meet compliance with statutory and regulatory requirements (Calendar, CAR, FMR, R17)	CEO/PA/MFA	32,000	●Compliance Calendar - Quarterly ●CAR - March 2024 - U Jan 24 ●Budget Review - March 2024 Must be completed end of Feb 24 ●2022/2023 Annual Report & Annuals adopted 18/12/23 OCM. AME set for 14 Feb 2024. ●Annual Audit - 26/09/23 - C ●Interim Audit - May 2024	7/1/23	6/28/24	257	58	<div><div></div></div>															
b. Review financial and asset management policies and practices	DCEO		●SMT to update AMP 23/24. CEO reviewed AMP in December 23 ●Ben Symonds to mentor key staff re asset managemet process ●Five Year Bridge Maintenance Plan received 8 Jan 24	12/1/23	3/27/24	83	33	<div><div></div></div>															
c. Develop and implement long term financial plan	DCEO		Monthly statements prepared Ju, Au, Sep, Oct, Nov. Dec to go to Feb 24 OCM	7/1/23	6/28/24	257	58	<div><div></div></div>															
d. Elected members attend professional development	CEO	31,500	Training for Cr Johnson underway	11/1/23	6/28/24	171	38	<div><div></div></div>															
e. Update and implement the Workforce Plan strategies	CEO DCEO	20,700 40,000	●Staff training and development ●AROC initiatives re Environment Officer - WALGA Grant - S	7/1/23	6/28/24	257	58	<div><div></div></div>															
f. Invest in new IT operating system (Altus or Council First)	DCEO Council SO Council SO Records Off PA	230,000	●Implement ERP - Customer Service System in place Dec 23 ●Implement Agenda/Minute Software - Council Info -Initiaited ●Implement LG Hub - Porta - P ●Implement IFerret - P ●Implement Well Done - C	8/1/23	6/28/24	236	58	<div><div></div></div>															
g. Investigate and implement cybersecurity measures	DCEO	7,500	●Online cyber awareness training - ongoing	7/1/23	6/28/24	257	58	<div><div></div></div>															

				28 February 2024				2023						2024											
Task	Assigned To	Cost	Comment	Start	End	Dur	%	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun						
Corporate Business Plan 2023 - 2024				7/1/23	6/28/24	257	61																		
Major Projects				7/1/23	6/28/24	257	61																		
Capital Projects				7/1/23	6/28/24	257	69																		
LRCI 1	MWS	16,000	●Shire Office Standpipe - Water Meter relocated - C	7/1/23	9/29/23	65	100																		
LRCI 3	MWS		●Bolgart Caravan Park Amenities-July 2023 - see 2.3.d ●Signage Branding inc Calingiri Cemetery - see 2.3.g	7/1/23	12/29/23	127	100																		
LRCI 4	MWS, CEO	4 381,412 4B 220,000	●Mogumber Yarrawindah - 18/09 C ●Piawanning Waddington - Starts 15/1/24 ●Gillingarra Glentromie - Starts 15/1/24 ●Gillingarra New Norcia - CBH - Starts - 15/1/24 ●Goomalling Calingiri T Junction - Starts 15/1/24	7/1/23	3/29/24	192	50																		
WSFN	MWS	3,702,578	●Mogumber Yarrawindah - 22/23 & WSFN #5 - 18/09 - C ●Calingiri NN Development - Funding not applicable	7/1/23	3/29/24	192	100																		
Roads to Recovery	MWS	344,595	●Mogumber Yarrawindah - 18/09 - C	7/1/23	3/29/24	192	100																		
Regional Road Group & Blackspot	MWS	1,222,228	●Toodyay Bindi Bindi - 21/22 - Initiated 11/01/24. Works from Feb 24 ●Carani East Rd (BSpot) Nov 23 - C	7/1/23	3/29/24	192	50																		
Calingiri Intersection Realignment Project	CEO, MWS	1,577,965	●Close out land purchase - C ●Fencing - C ●Prepare base course works and surveying - Initiated 8/01/24 ●Requests for funding submitted to MRWA \$348K and CBH (40%) 300K 8 Jan 2024 ●Undertake sealing - P	7/1/23	3/29/24	192	50																		
Plant Replacement Program	MWS	897,274	Excludes equipment listed in 2.2.c	7/1/23	3/29/24	192	75																		
E-Waste Transfer Stations	MWS	246,260	See 3.1.c. Mogumber assessed	7/1/23	3/29/24	192	50																		
Water Security Program - Capital Works	MWS, EHO, CDO	128,095	Piawaning Desalination Upgrade See 2.1.g	7/1/23	12/29/23	127	50																		
Animal Pound	CDO	35,000 (G)	Supports 3.2.c. Grant funded. Plan developed	4/1/24	6/28/24	65	25																		
Operational Projects				7/1/23	6/28/24	257	52																		
Mitigation Activity Fund	CESM, MWS, MAF Coordinator	250,000	September re verge mulching and prescribed burning submission	9/1/23	5/30/24	192	50																		
Waste Management Plan	MWS		Also see 3.1.c. Implemented	7/1/23	9/29/23	65	100																		
Local Heritage Survey	CDO		See 1.3.b	7/1/23	12/29/23	127	67																		
AGRN962	CEO, MWS	4,250,000	Refer LTFP - page 24. Council advised of Minister's letter 16/10/23. DFES Director Funding to meeti CEO Jan/Feb 24	7/1/23	6/28/24	257	50																		
Implement new Enterprise Resource Planning (Shire Operating System)	Deputy CEO	230,000	See 4.3.f. Rollout underway	8/1/23	6/28/24	236	50																		
Recreation Management Plan	CDO	20,000	See 1.3.a	9/1/23	6/28/24	213	40																		
Staff Housing Plan	CEO	5,000	See 2.1.h	7/1/23	6/28/24	257	40																		
Calingiri Caravan Park Plan	CEO/CDO		See 2.3.e, 2.1.h	7/1/23	6/28/24	257	50																		
Economic Development Plan	CEO	20,000	See 2.1.b	8/1/23	3/29/24	171	40																		
Truck Bays and Roads Parking Plan	MWS		See 2.2.g	9/1/23	6/28/24	213	75																		

Shire of Victoria Plains								Audit Committee Meeting 28 February 2024											
Task	Assigned To	Cost	Comment	Start	End	Dur	%	2023						2024					
								Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Corporate Business Plan 2023 - 2024				7/1/23	6/28/24	257	64	<div><div></div></div>											
Economy				7/1/23	6/28/24	257	64	<div><div></div></div>											
2.1 Support the Diverse Industry Across the Shire				7/1/23	6/28/24	257	61	<div><div></div></div>											
a. Develop and implement townsite improvement plans in collaboration with each community	MWS/CDO		<ul style="list-style-type: none">●Bolgart PA list of requests under review●Yerecoin PA has implemented strategic plan. Seeks assistance from the Shire time to time●Piawaning PA list received●Mogumber PA requests re intersection carpark and public toilets completed●GSRC budget and community requests completed	9/1/23	6/28/24	213	50	<div><div></div></div>											
b. Develop and implement an industry attraction strategy (Economic Development Plan)	CEO	20,000	<ul style="list-style-type: none">●Econisis appointed 9/1/24 to develop plan by 31/05/24●Analysis underway and engagement process being developed●Precinct Fund reviewed - rPPP	8/1/23	5/31/24	216	60	<div><div></div></div>											
g. Demonstrated progress towards securing consistent supply of water across the Shire	MWS	89,000 (G) 38,428 (S)	<ul style="list-style-type: none">●New Piawaning ROP filtration system received. Plan to connect to bore pump Feb 24●Bore installed. Solar powered initially, then mains powered (less impact on water quality)●Water sampling to occur in Feb 24●Remote monitoring in place	9/1/23	6/28/24	213	75	<div><div></div></div>											
h. Maintain and upgrade housing stock	CEO/PBS	5,000	<ul style="list-style-type: none">●AROC & Dandaragan Housing Project - Survey in-hand Dec 23 - Feb 24●Draft business case for staff housing to Council in 23/24 - Near completion●Seek grants 23/24 - rPPP & Housing Support Fund●Cross links 2.3 re Caravan Parks	7/1/23	6/28/24	257	58	<div><div></div></div>											
2.2 Safe and efficient transport network enables economic growth				7/1/23	6/28/24	257	67	<div><div></div></div>											
a. Active participation in the Wheatbelt Secondary Freight Network group	CEO		<ul style="list-style-type: none">●Cannot fund Calingiri Intersection Project as this is MRWA funded●Commonwealth has deferred 24/25 funds●Shire representative on WSFN not required	7/1/23	6/28/24	257	58	<div><div></div></div>											
b. Demonstrated achievement of our 10yr Road Plans	MWS/Engineer	6,970,164	Part 1 23/24 - 27/28 consists of: <ul style="list-style-type: none">●WSFN MY - Stages 2 & 3 completed December●R2R Roads - Telegraph Rd completed●RRG Roads - Toodyay Bindi Bindi Rd from 11/01	7/1/23	6/28/24	257	75	<div><div></div></div>											
c. Equipment replacement as per our Plant and Equipment Schedule	MWS	978,274	<ul style="list-style-type: none">●Plant 838,274 - Ordered. Received CEO, DCEO vehicles, Slasher, Water Tanker & Generators.●Pickup MWS vehicle end of Jan 24. Remaining plant to be delivered includes Tandem Truck & Tag Trailer, Bob Cat & Forrestry Head.●Firefighting 75,000 - Ordered. Pushed back to pick up Feb 24●Oval Pump System 65,000 - Completed	7/1/23	2/29/24	171	75	<div><div></div></div>											
e. RAV Network assessment is completed	ENG	10,000	<ul style="list-style-type: none">●Deferred to Jan/Jun 24 as Engineer is PM for Mogumber Yarrawindah Rd and assisting with Calingiri (CBH) Intersection	1/1/24	6/28/24	130		<div><div></div></div>											
g. Safe and clean truck bays and roadside parking (under Shire ownership)	MWS		Planning 23/24 for 24/25: <ul style="list-style-type: none">●Calingiri. - No Roadtrains signs ordered and received●Mogumber Yarrawindah Rd - Plan completed. Site is at the big bend halfway along this road.●Calingiri / Yerecoin - Rail Reserve. Discussions with ARC and PTA to commenced 8/02/24	9/1/23	6/28/24	213	75	<div><div></div></div>											
d. Stormwater infrastructure activities completed annually	MWS		<ul style="list-style-type: none">●Yenart Rd drain - October/November 2023 - C●Drainage issues on Yerecoin South Easat road addressed●Materials (pipes) to be purchased for 24/25	7/3/23	6/28/24	257	90	<div><div></div></div>											
2.3 Visitors have a positive experience across our communities				7/1/23	6/28/24	257	64	<div><div></div></div>											
a. Shire owned gardens and verges maintained and enhanced	MWS	421,075	Ongoing maintenance. No projects. Work is based on seasonal approach.	7/1/23	6/28/24	257	58	<div><div></div></div>											
b. Regular cleaning, maintenance and improvements of public toilets	PBS, CSO, MWS, DCEO		Shire to resume responsibility re P, B - all, Y - Wayside Rest Area, C - all.	7/1/23	6/28/24	257	58	<div><div></div></div>											
c. Consistent online visitor information and promotion of our attractions	CDO, PA		<ul style="list-style-type: none">●Goomalling - Yerecoin Arts Trail September - C●Seeking Hiking Trail grant info - P	7/1/23	6/28/24	257	58	<div><div></div></div>											
d. Upgrade of Bolgart Caravan Park Ablution block	MWS		<ul style="list-style-type: none">●Paths, BBQ area, reticulation, electrical work and lawn July - August 2023 - C	7/1/23	9/1/23	45	100	<div><div></div></div>											
e. Review and enhance Caravan Parks inline with asset management planning, seeking external grant funding	CEO		Meetings held with Wheatbelt WDC: <ul style="list-style-type: none">●Building Better Regions Fund - EOI submitted for 50%. Was successful. However, paused and will resubmit Feb - April 24. Business case underway●Infrastructure Development Fund●LotteryWest●Precinct Funding - rPPP	7/1/23	6/28/24	257	58	<div><div></div></div>											
f. Install RV Dump Point in Bolgart	EHO	10,000	Ordered. Tanks and lid arrived December 23. To be installed Feb 24	7/1/23	9/1/23	45	50	<div><div></div></div>											
g. Implement townscape, visitor and signage plan	MWS, CDO	40,000	<ul style="list-style-type: none">●LRCI 3 Calingiri Cemetery entrance completed Sep 23. Consumed funding allocation●Stage 1 - Main Shire signs designed May 2023, designated areas mapped. Installation (Stage 2) deferred to 24/25	7/1/23	12/29/23	127	100	<div><div></div></div>											