



**SHIRE**  
*of*  
**DANDARAGAN**

**AGENDA AND BUSINESS PAPERS**

for the

**ORDINARY COUNCIL MEETING**

to be held

**AT THE COUNCIL CHAMBERS, JURIEN BAY**

on

**THURSDAY 24 OCTOBER 2019**

**COMMENCING AT 4.00PM**

*(THIS DOCUMENT IS AVAILABLE IN LARGER PRINT ON REQUEST)*



## ORDINARY COUNCIL MEETING

**THURSDAY 24 OCTOBER 2019**

Welcome to the Ordinary Council Meeting of the Shire of Dandaragan.

Please be advised that the Ordinary Meeting of Council will be held on the following dates, times and venues:

<b>DAY</b>	<b>DATE</b>	<b>TIME</b>	<b>MEETING VENUE</b>
<b>Thurs</b>	<b>24 October 2019</b>	<b>4.00pm</b>	<b>Jurien Bay</b>
<b>Thurs</b>	<b>28 November 2019</b>	<b>4.00pm</b>	<b>Cervantes</b>
<b>Thurs</b>	<b>19 December 2019</b>	<b>4.00pm</b>	<b>Jurien Bay</b>
<b>Thurs</b>	<b>23 January 2020</b>	<b>5.00pm 6.00pm</b>	<b>Dandaragan AGM of Electors</b>
<b>Thurs</b>	<b>27 February 2020</b>	<b>4.00pm</b>	<b>Jurien Bay</b>
<b>Thurs</b>	<b>26 March 2020</b>	<b>4.00pm</b>	<b>Jurien Bay</b>
<b>Thurs</b>	<b>23 April 2020</b>	<b>4.00pm</b>	<b>Badgingarra</b>
<b>Thurs</b>	<b>28 May 2020</b>	<b>4.00pm</b>	<b>Jurien Bay</b>
<b>Thurs</b>	<b>25 June 2020</b>	<b>4.00pm</b>	<b>Jurien Bay</b>

**Brent Bailey**  
**CHIEF EXECUTIVE OFFICER**



## **DISCLAIMER**

### INFORMATION FOR THE PUBLIC ATTENDING A COUNCIL MEETING

**Please note:**

The recommendations contained in this agenda are Officer's Recommendations only and should not be acted upon until Council has considered the recommendations and resolved accordingly.

The resolutions of Council should be confirmed by perusing the Minutes of the Council Meeting at which these recommendations were considered.

Members of the public should also note that they act at their own risk if they enact any resolution prior to receiving official written notification of Council's Decision.

**Brent Bailey**  
**CHIEF EXECUTIVE OFFICER**



## COUNCIL MEETING INFORMATION NOTES

1. Your Council generally handles all business at Ordinary or Special Council Meetings.
2. From time to time Council may form a Committee, Working Party or Steering group to examine subjects and then report to Council.
3. Generally all meetings are open to the public; however, from time to time Council will be required to deal with personal, legal and other sensitive matters. On those occasions Council will generally close that part of the meeting to the public. Every endeavour will be made to do this as the last item of business of the meeting.
4. Public Question Time. It is a requirement of the Local Government Act 1995 to allow at least fifteen (15) minutes for public question time following the opening and announcements at the beginning of the meeting. Should there be a series of questions the period can be extended at the discretion of the Chairman.

*Written notice of each question should be given to the Chief Executive Officer fifteen (15) minutes prior to the commencement of the meeting. A summary of each question and response is included in the Minutes.*

*When a question is not able to be answered at the Council Meeting a written answer will be provided after the necessary research has been carried out. Council staff will endeavour to provide the answers prior to the next meeting of Council.*

*Council has prepared an appropriate form and Public Question Time Guideline to assist.*

5. **Councillors** may from time to time have a financial interest in a matter before Council. Councillors must declare an interest and the extent of the interest in the matter on the Agenda. However, the Councillor can request the meeting to declare the matter **trivial, insignificant or in common with a significant number of electors or ratepayers**. The Councillor must leave the meeting whilst the matter is discussed and cannot vote unless those present agree as above.

**Members of staff**, who have delegated authority from Council to act on certain matters, may from time to time have a financial interest in a matter on the Agenda. The member of staff must declare that interest and generally the Chairman of the meeting will advise the Officer if he/she is to leave the meeting.

6. Agendas including an Information Bulletin are delivered to Councillors within the requirements of the Local Government Act 1995, i.e. seventy-two (72) hours prior to the advertised commencement of the meeting. Whilst late items are generally not considered there is provision on the Agenda for items of an urgent nature to be considered.

**Should an elector wish to have a matter placed on the Agenda the relevant information should be forwarded to the Chief Executive Officer in time to allow the matter to be fully researched by staff. An Agenda item including a recommendation will then be submitted to Council for consideration should it be determined appropriate by the Chief Executive Officer.**

**The Agenda closes the Monday week prior to the Council Meeting (i.e. ten (10) days prior to the meeting).**

The Information Bulletin produced as part of the Agenda includes items of interest and information, which does not require a decision of Council.

7. Agendas for Ordinary Meetings are available in the Shire of Dandaragan Administration Centre and all four libraries as well as on the website [www.dandaragan.wa.gov.au](http://www.dandaragan.wa.gov.au) seventy-two (72) hours prior to the meeting and the public are invited to secure a copy.
8. Agenda items submitted to Council will include a recommendation for Council consideration. Electors should not interpret and/or act on the recommendations until after they have been considered by Council. Please note the Disclaimer in the Agenda (page 3).
9. Public Inspection of Unconfirmed Minutes (Reg 13)

A copy of the unconfirmed Minutes of Ordinary and Special Meetings will be available for public inspection in the Shire of Dandaragan Libraries and on the website [www.dandaragan.wa.gov.au](http://www.dandaragan.wa.gov.au) within ten (10) working days after the Meeting.

### NOTE:

### 10.3 Unopposed Business

- (1) Upon a motion being moved and seconded, the person presiding may ask the meeting if any member opposes it.
- (2) If no member signifies opposition to the motion the person presiding may declare the motion in sub clause (1) carried without debate and without taking a vote on it.
- (3) A motion carried under sub clause (2) is to be recorded in the minutes as a unanimous decision of the Council or committee.
- (4) If a member signifies opposition to a motion the motion is to be dealt with according to this Part.

This clause does not apply to any motion or decision to revoke or change a decision which has been made at a Council or committee meeting.

## SHIRE OF DANDARAGAN QUESTIONS FROM THE PUBLIC

The Shire of Dandaragan welcomes community participation during public question time as per the Shire of Dandaragan Standing Orders Local Law.

A member of the public who raises a question during question time is requested to:

- (a) provide a copy of his or her questions at least 15 minutes prior to the commencement of the meeting;
- (b) first state his or her name and address;
- (c) direct the question to the President or the Presiding Member;
- (d) ask the question briefly and concisely;
- (e) limit any preamble to matters directly relevant to the question;
- (f) ensure that the question is not accompanied by any expression of opinion, statement of fact or other comment, except where necessary to explain the question;
- (g) each **member of the public** with a question is **entitled to ask up to 3 questions** before other members of the public will be invited to ask their questions;
- (h) when a member of the public gives written notice of a question, the President or Presiding Member may determine that the question is to be responded to as normal business correspondence.

The following is a summary of procedure and a guide to completion of the required form.

- 1. This is a "question" time only. Orations, explanations or statements of belief will not be accepted or allowed.
- 2. Questions must relate to a matter affecting the Shire of Dandaragan.
- 3. Questions must be appropriate and made in good faith. Those containing defamatory remarks, offensive language or question the competency or personal affairs of council members or employees may be ruled inappropriate by the Mayor or Presiding Member and therefore not considered.
- 4. Frame your question so that it is both precise and yet fully understood. Long questions covering a multitude of subjects are easily misunderstood and can result in poor replies being given.
- 5. Write your question down on the attached form, it helps you to express the question clearly and provides staff with an accurate record of exactly what you want to know.
- 6. When the President or presiding member calls for any questions from the public, stand up and wait until you are acknowledged and invited to speak. Please start by giving your name and address first, then ask the question.
- 7. Questions to be put to the President or presiding member and answered by the Council. No questions can be put to individual Councillors.
- 8. The question time will be very early in the meeting. **There is only 15 minutes available for Question Time.** Questions not asked may still be submitted to the meeting and will be responded to by mail.
- 9. When you have put your question, resume your seat and await the reply. If possible, the President or presiding member will answer directly or invite a staff member with special knowledge to answer in his place. However, it is more likely that the question will have to be researched, in which case the President or presiding member will advise that the question will be received and that an answer will be forwarded in writing. Please note under NO circumstances, will the question be debated or discussed by Council at that meeting.
- 10. To maximise public participation only three questions per person will initially be considered with a time limit of 2 minutes per person. If there is time after all interested persons have put their questions the President or presiding member will allow further questions, again in limits of two per person.
- 11. To fill out the form, just enter your name and address in the appropriate areas together with details of any group you are representing, then write out your question.
- 12. Please ensure your form is submitted to the minute's secretary.

If you have difficulty in or are incapable of writing the question, Shire staff are available on request to assist in this task.

We hope this note assists you in the asking of your question and thank you for your interest and participation in the affairs of our Shire.

# SHIRE OF DANDARAGAN

## QUESTIONS FROM THE PUBLIC

**Any member of the public wishing to participate in Public Question Time during Council or Committee meetings is welcome to do so, however, Council requires your name, address and written questions to be provided to the meeting secretary.**

Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Contact No: \_\_\_\_\_ Meeting Date: \_\_\_\_\_

Council Agenda Item No: \_\_\_\_\_

Name of Organisation Representing: \_\_\_\_\_  
(if applicable)

**QUESTION:**

*Each member of the public is entitled to ask up to 3 questions before other members of the public will be invited to ask their question. 15 Minutes is allotted to Public Question Time at Council Meetings.*

Please see notes on Public Question Time overleaf...



# SHIRE OF DANDARAGAN

## Record of Disclosure

Person making disclosure:

**Surname:** \_\_\_\_\_

**Given Names:** \_\_\_\_\_

Member of Council       Officer of Council       Committee Member

**Date of Meeting:** \_\_\_\_\_

**Type of Meeting:**     Ordinary Meeting of the Council     Committee Meeting

Special Meeting of the Council     Selection Panel     Other \_\_\_\_\_

**Report Item No:** \_\_\_\_\_

**Report Title:** \_\_\_\_\_

**Nature of Interest:**     Financial (section 5.60A)       Proximity (section 5.60B)

Indirect Financial (section 5.61)     Impartiality

**Extent of Interest:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_

(Office Use Only)

Minute Book Page: \_\_\_\_\_

Signature of Staff Recording Entry: \_\_\_\_\_



For the purpose of the financial interest disclosure provisions you will be treated as having an interest in a matter, if either you (as a relevant person), or a person with whom you are closely associated, has –

- a direct or indirect financial interest in a matter; or
- a proximity interest in a matter

### **Section 5.60A – Financial Interest**

The Act provides that: A person has a financial interest in a matter if it is reasonable to expect that the matter will, if dealt with by the local government, or an employee or committee of the local government or member of the council of the local government, in a particular way, result in a financial gain, loss, benefit or detriment for the person. The elements are:

- there is a matter to be dealt with;
- if the matter were to be dealt with in a particular way, it would be reasonable to expect the person to enjoy a financial gain or benefit, or suffer a financial loss or detriment. All elements must exist for there to be a direct financial interest. When considering the elements to test whether you have a direct financial interest in a matter, remember that the same test must be applied to persons with whom you are closely associated.

### **Section 5.60B - Proximity interest**

The Act requires you to disclose a proximity interest that you, or a person with whom you are closely associated, has in a matter before a council or council committee meeting. You (or a person with whom you are closely associated) have a proximity interest in any matter that concerns:

- a proposed change to a planning scheme affecting land that adjoins the person's land;
- a proposed change to the zoning or use of land that adjoins the person's land; or
- a proposed development of land that adjoins the person's land (development refers to the development, maintenance or management of the land or of services or facilities on the land) The existence of a proximity interest is established purely by the location of land, a financial effect on the valuation of your land or on the profitability of your business does not have to be established. It is therefore important that you fully understand when a proximity interest exists.

### **Section 5.61 – Indirect Financial Interest**

The Act states that a reference to an indirect financial interest of a person includes a reference to a financial relationship between that person and another person who requires a local government decision in relation to the matter. The word “includes” in this context is not exhaustive and therefore other indirect financial interests do exist. An indirect financial interest also includes an interest a person has in a matter if it is reasonable to expect that the matter will, if dealt with by the local government in a particular way, result in an indirect financial gain, loss, benefit or detriment for the person.

The Act does not expressly define “financial relationship”, therefore it should be taken to have its ordinary meaning of a relationship which is of a financial nature (whether or not the relationship also has other aspects). For example, you may have a personal relationship with a person (e.g. friendship), but also a business relationship with that person. It is to be remembered that the existence of an indirect financial interest in a matter can be established by showing that you, or a person with whom you are closely associated, has a financial relationship with a person requiring a local government decision in relation to that matter. There is no requirement to establish a financial gain, loss, benefit or detriment in this instance, the mere existence of a financial relationship and the requirement for a decision is sufficient for a breach of the provision to have occurred.

Elected members must remember that a financial or proximity interest can exist even though the matter is being dealt with by employees under delegated authority. Therefore you should avoid any involvement in discussions on those matters at meetings that you attend as a member. Declaring under this section means that you are required to leave the meeting whilst the item is being discussed. Once the item has been discussed you may re-enter the meeting.

If you have disclosed an interest in writing before the meeting or immediately before the matter is discussed during the meeting, you must not:

- preside at the part of the meeting relating to the matter; or
- participate in, or be present during any discussion or decision-making procedure relating to the matter. In brief, having disclosed an interest you must leave the room. You may re-enter the room and be present during the discussion on the matter in which you disclosed an interest only if allowed by the members present. The Minister for Local Government may also allow you to be present. (refer page 27 under “Can the Minister give approval to participate?”).

After disclosing the nature of your interest in a matter to the meeting, or the presiding person having read out the disclosure, you may, without further disclosure, request the remaining members present who are entitled to vote (you are not entitled to vote) to allow you to be present during any discussion or decision-making procedure on the relevant matter.

### **Disclosure of Interest Affecting Impartiality**

For the purposes of requiring disclosure, an interest is defined in Regulation 34C of the Local Government (Administration) Regulations 1996 and Regulation 11 of the Local Government (Rules of Conduct) Regulations 2007 as, "an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.

The existence of an interest affecting impartiality is dependent on –

- the member or employee having an association with a person or organisation that has a matter being discussed at a council or committee meeting;
- the employee being required to give advice on a matter where they have an association with a person or an organisation related to that matter; and
- the type of matter being discussed at a council or committee meeting.

For example, with the declaration of a financial interest an elected member leaves the room and does not vote (unless permitted to do so by the meeting or the Minister). With the declaration of an impartiality interest, the elected member stays in the room, participates in the debate and votes. In effect then, following disclosure of an interest affecting impartiality, the member's involvement in the meeting continues as if no interest existed.

If the matter in which an elected member or employee has an interest affecting impartiality is to be discussed at a council or committee meeting, the member or employee is to disclose the interest either in a written notice given to the CEO before the meeting or verbally at the meeting immediately before the matter is discussed.

To assist with making the disclosure, the Department has prepared the following declaration which elected members or employees may use when they consider it necessary to disclose an interest affecting impartiality. The nature of the interest must also be stated. "With regard to ... the matter in item x ... I disclose that I have an association with the applicant (or person seeking a decision). This association is ... (nature of the interest ... As a consequence, there may be a perception that my impartiality on the matter may be affected. I declare that I will consider this matter on its merits and vote accordingly."

All disclosures made are to be recorded in the minutes of the relevant meeting. It is important that the minutes distinguish between disclosures of interests affecting impartiality and disclosures of financial interests.

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## **1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS**

### **1.1 DECLARATION OF OPENING**

*"I would like to acknowledge the traditional owners of the land we are meeting on today, the Yued people of the great Nyungar Nation and we pay our respects to Elders both past, present and emerging."*

### **1.2 ELECTION AND DECLARATION OF PRESIDENT AND DEPUTY PRESIDENT**

#### **1.2.1 ELECTION OF PRESIDENT**

*The procedure for electing a President is set out in Schedule 2.3, Division 1, of the Local Government Act 1995. The election is to be conducted as the first matter at the first meeting of the Council following an ordinary election.*

*Nominations for the office are to be received in writing to the Chief Executive Officer before the meeting, or during the meeting before the close of nominations. Nominations close at the meeting at a time announced by the Chief Executive Officer.*

*Councillors are to vote on the matter by secret ballot as if they were electors voting at an election. The votes cast are to be counted, and the successful candidate determined in accordance with Schedule 4.1.*

*If two or more candidates receive the same number of votes, so that no candidate has the greatest number of votes, the count is to be discontinued and the meeting is to be adjourned for not more than seven days. Should this occur, it is intended to initially adjourn the meeting for ten minutes, and then resume the meeting. Any nomination for the office may be withdrawn, and further nominations may be made, before or when the meeting resumes. When the meeting resumes the councillors are to vote again.*

*The Chief Executive Officer is to declare and give notice of the result in accordance with regulation 11F of the Local Government (Constitution) Regulations 1998.*

#### **1.2.2 SWEARING IN OF PRESIDENT**

*Section 2.29 of the Local Government Act 1995 requires a person who has been elected as the Shire President to make a declaration in the prescribed form before acting in the office. The declaration is to be made before a person before whom a statutory declaration can be made under the Oaths, Affidavits and Statutory Declarations Act 2005. Cr Ann Eyre JP officiates for this purpose.*

*The President will now take up the position of presiding member for the meeting.*

### **1.2.3 ELECTION OF DEPUTY PRESIDENT**

*The President is to determine the procedure for electing the Deputy President. However, Schedule 2.3, Division 2 of the Local Government Act 1995 sets out a procedure, which is essentially the same as that for electing the President. The election is to be conducted as the next matter following the election of the President, at the first meeting of the Council after an ordinary election.*

*The Chief Executive Officer will act as the Returning Officer for this election. Nominations for the office are to be received in writing to the Chief Executive Officer before the meeting, or during the meeting before the close of nominations. Nominations close at the meeting at a time announced by the Chief Executive Officer.*

### **1.2.4 SWEARING IN OF DEPUTY PRESIDENT**

*The same procedure as for Item 1.2.2 applies. Cr Ann Eyre, JP will officiate.*

## **1.3 DISCLAIMER READING**

*“No responsibility whatsoever is implied or accepted by the Shire of Dandaragan for any act, omission, statement or intimation occurring during this meeting.*

*It is strongly advised that persons do not act on what is heard, and should only rely on written confirmation of Council’s decision, which will be provided within fourteen days.”*

## **2 RECORD OF ATTENDANCE / APOLOGIES / APPROVED LEAVE OF ABSENCE**

### **Members**

Councillor J Clarke  
Councillor A Eyre  
Councillor R Shanhun  
Councillor D Slyns

Councillors elect x 5

### **Staff**

Mr B Bailey	(Chief Executive Officer)
Mr S Clayton	(Executive Manager Corporate & Community Services)
Mr D Chidlow	(Executive Manager Development Services)
Ms R Headland	(Council Secretary & Personal Assistant)
Mr R Mackay	(Planning Officer)

**Apologies****Approved Leave of Absence**

- 3 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**
- 4 PUBLIC QUESTION TIME**
- 5 APPLICATIONS FOR LEAVE OF ABSENCE**
- 6 CONFIRMATION OF MINUTES**
  - 6.1 MINUTES OF THE ORDINARY MEETING HELD 26 SEPTEMBER 2019**
- 7 NOTICES AND ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION**
- 8 PETITIONS / DEPUTATIONS / PRESENTATIONS / SUBMISSIONS**

## 9 REPORTS OF COMMITTEES AND OFFICERS

### 9.1 CORPORATE & COMMUNITY SERVICES

#### 9.1.1 ACCOUNTS FOR PAYMENT – SEPTEMBER 2019

Location:	Shire of Dandaragan
Applicant:	N/A
Folder Path:	Business Classification Scheme / Financial Management / Creditors / Expenditure
Disclosure of Interest:	None
Date:	11 October 2019
Author:	Scott Clayton, Executive Manager Corporate & Community Services
Senior Officer:	Brent Bailey, Chief Executive Officer

#### PROPOSAL

To accept the cheque, EFT and direct debit listing for the month of September 2019.

#### BACKGROUND

As part of the Local Government Act 1995, Financial Management Regulations 1996, a list of expenditure payments is required to be presented to Council.

#### COMMENT

The cheque, electronic funds transfer (EFT) and direct debit payments for September 2019 totalled \$761,616.76 for the Municipal Fund.

Should Councillors wish to raise any issues relating to the September 2019 Accounts for payment, please do not hesitate to contact the Executive Manager Corporate and Community Services prior to the Council Meeting, in order that research can be undertaken and details provided either at the time of the query or at the meeting.

#### CONSULTATION

- Chief Executive Officer

#### STATUTORY ENVIRONMENT

- Regulation 13 of the Local Government Financial Management Regulations 1997.

#### POLICY IMPLICATIONS

There are no policy implications relevant to this item.

#### FINANCIAL IMPLICATIONS

There are no adverse trends to report at this time.

#### STRATEGIC IMPLICATIONS

There are no strategic implications relevant to this item.



**ATTACHMENTS**

Circulated with the agenda are the following items relevant to this report:

- Cheque, EFT and direct debit listings for September 2019 (Doc Id: 141437)

***(Marked 9.1.1)***

**VOTING REQUIREMENT**

Simple majority

**OFFICER RECOMMENDATION**

**That the Cheque and EFT listing for the period ending 30 September 2019 totalling \$761,616.76 for the Municipal Fund be accepted.**

## 9.1.2 FINANCIAL STATEMENTS - MONTHLY REPORTING FOR THE PERIOD ENDING 30 SEPTEMBER 2019

Location:	Shire of Dandaragan
Applicant:	N/A
Folder	Business Classification Scheme / Financial Management / Financial Reporting / Periodic Reports
Disclosure of Interest:	None
Date:	14 October 2019
Author:	Scott Clayton, Executive Manager Corporate and Community Services
Senior Officer:	Brent Bailey, Chief Executive Officer

### PROPOSAL

To table and adopt the monthly financial statements for the period ending 30 September 2019.

### BACKGROUND

As part of the Local Government Act 1995 and Financial Management Regulations (1996), monthly financial statements are required to be presented to Council. Circulated are the monthly financial statements for the period ending 30 September 2019.

### COMMENT

Regulation 34 of the Financial Management Regulations (1996) requires the following information to be provided to Council:

#### 1. Net Current Assets

Council's Net Current Assets [i.e. surplus / (deficit)] position as at the 30 September 2019 was \$7,909,941. The composition of this equates to Current Assets minus Current Liabilities less Cash Assets that have restrictions on their use placed on them, in this case Reserves and Restricted Assets. The current position indicates that Council can easily meet its short-term liquidity or solvency.

The Net Current Asset position is reflected on page 11 and reconciled with the Statement of Financial Activity on page 3 of the financial statements.

The amount raised from rates, shown on the Statement of Financial Activity (page 3), reconciles with note 6 (page 12) of the financial statements and provides information to Council on the budget vs actual rates raised.

#### 2. Material Variances

During budget adoption a 10 percent and \$10,000 threshold for these variances to be reported was set.

Note 12 of the attached report details any significant variances. Should Councillors wish to raise any issues relating to the 30 September 2019 financial statements, please do not hesitate to

contact the Executive Manager Corporate and Community Services prior to the Council Meeting in order that research can be undertaken and details provided either at the time of the query or at the meeting.

#### CONSULTATION

- Chief Executive Officer

#### STATUTORY ENVIRONMENT

- Regulation 34 of the Local Government Financial Management Regulations (1996)

#### POLICY IMPLICATIONS

There are no policy implications relevant to this item.

#### FINANCIAL IMPLICATIONS

There are no adverse trends to report at this time.

#### STRATEGIC IMPLICATIONS

There are not strategic implications relevant to this item.

#### ATTACHMENTS

Circulated with the agenda is the following item relevant to this report:

- Financial statements for the period ending 30 September 2019  
(Doc Id: 141457)

**(Marked 9.1.2)**

#### VOTING REQUIREMENT

Simple majority

#### **OFFICER RECOMMENDATION**

**That the monthly financial statements for the period 30 September 2019 be adopted.**

## 9.2 INFRASTRUCTURE SERVICES

## 9.3 DEVELOPMENT SERVICES

## 9.4 GOVERNANCE & ADMINISTRATION

### 9.4.1 ELECTION OF DELEGATES TO VARIOUS COMMITTEES AND ORGANISATIONS

Location:	N/A
Applicant:	N/A
Folder Path:	Business Classification Scheme / Government Relations / Meetings / Representatives
Disclosure of Interest:	None
Date:	14 October 2019
Author:	Brent Bailey, Chief Executive Officer

#### PROPOSAL

To adopt Council representatives to various committees and organisations.

#### BACKGROUND

The Shire of Dandaragan provides representation to a range of community organisations as well as its own working groups. Delegates to these organisations are elected immediately following the election of each new Council and effectively serve a term of two years.

#### COMMENT

The following table shows the Shire of Dandaragan list of delegates to outside committees & organisations as at 27 October 2017. Council will need to work through the table to reappoint representatives to the various groups.

Advance Dandaragan	Cr McGlew, Cr Slyns (proxy)
Aggies Cottage Management Committee (Wolba Wolba)	Cr McGlew
Audit Committee (Shire of Dandaragan)	Cr Eyre, Cr Scharf, Cr McGlew, Cr Slyns
Avon Midland Zone WALGA	President & Deputy President, Cr Slyns
Badgingarra Community Centre Management Committee	Cr Richardson
Badgingarra Community Association	Cr Richardson, Cr Gibson (Proxy)
Central Coast Health Advisory Group	Cr Richardson, Cr Eyre
Central West Coast Senior Citizen Group Inc.	Cr Holmes, Cr Scharf (Proxy)

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 24 OCTOBER 2019**

Cervantes Chamber of Commerce	Cr Holmes, Cr Shanhun (Proxy)
Cervantes Community Recreation Centre Inc.	Cr Holmes, Cr McGlew (Proxy)
Cervantes Ratepayers and Progress Association	Cr Gibson, Cr Clarke (Proxy)
Community Grants	Cr Holmes, Cr McGlew, Cr Richardson, Cr Slyns
Dandaragan Community Centre Management Committee	Cr McGlew
Dept of Transport - Marine Advisory Committee - Cervantes	Cr Slyns
Dept of Transport - Marine Advisory Committee – Jurien Bay	Cr Scharf
Gingin-Kalbarri Sub-Regional Planning Steering Group <i>(Project Complete)</i>	Cr Scharf, Cr Holmes
Jurien Bay Chamber of Commerce	Cr Shanhun, Cr Gibson (Proxy)
Jurien Bay Community Resource Centre Committee	Cr McGlew, Cr Shanhun (Proxy)
Jurien Bay Community Centre Management Committee	Cr Gibson
Jurien Bay Ratepayers and Progress Association	Cr Eyre
Jurien Bay Airport Working Party	Cr Gibson, Cr Scharf
Lancelin Defence Training Area Management Advisory Committee	Cr Scharf, Cr Gibson
Leeuwin Scholarship Panel	Cr Shanhun, Cr Scharf, Cr Slyns, Cr Richardson
Local Emergency Management Committee	Cr Slyns, Cr Scharf (Proxy)
Mid-West / Wheatbelt Joint Development Assessment Panel	Member Cr Scharf Member Cr Eyre Alternate Member Cr McGlew Alternate Member Cr Richardson
<i>(Existing members do not require re-nomination as this is a Ministerial Appointment)</i>	
Moora Local Health Advisory Group	Cr Richardson
Moore Catchment Council	Cr McGlew, Cr Richardson (Proxy)
Moora Sub Regional Road Group	Cr Gibson, Cr McGlew (Proxy)
Northern Growth Alliance (Chittering, Dandaragan & Gingin)	Shire President Deputy President (proxy)
Turquoise Coast Visitor Centre Working Group <i>(Disbanded – replaced by Pinnacles Coast Tourism Association Delegate)</i>	Cr Scharf Cr Shanhun Cr Slyns (Proxy)
West Koojan - Gillingarra Land Conservation District Committee	Cr McGlew

**CONSULTATION**

Nil

**STATUTORY ENVIRONMENT**

There are no statutory implications relevant to this item.

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 24 OCTOBER 2019**

**POLICY IMPLICATIONS**

Council Policy 1.7 applies.

**FINANCIAL IMPLICATIONS**

Elected members representing the Shire of Dandaragan as Council endorsed delegates are eligible to claim travel expenses in accordance with Policy 1.7.

**STRATEGIC IMPLICATIONS**

A number of the delegate positions relate to working groups or committees that have direct involvement with specific actions within the Shire of Dandaragan Community Strategic Plan.

**ATTACHMENTS**

Nil

**VOTING REQUIREMENT**

Simple majority

**OFFICER RECOMMENDATION**

**That Council appoint the following delegates for the term of the current Council:**

<b>Advance Dandaragan</b>	Cr _____, Cr _____ (proxy)
<b>Aggies Cottage Management Committee (Wolba Wolba)</b>	Cr _____
<b>Audit Committee (Shire of Dandaragan)</b>	Cr _____, Cr _____, Cr _____, Cr _____
<b>Avon Midland Zone WALGA</b>	<b>President &amp; Deputy President</b>
<b>Badgingarra Community Centre Management Committee</b>	Cr _____
<b>Badgingarra Community Association</b>	Cr _____
<b>Central Coast Health Advisory Group</b>	Cr _____, Cr _____
<b>Central West Coast Senior Citizen Group Inc.</b>	Cr _____
<b>Cervantes Chamber of Commerce</b>	Cr _____
<b>Cervantes Community Recreation Centre Inc.</b>	Cr _____
<b>Cervantes Ratepayers and Progress Association</b>	Cr _____
<b>Community Grants Committee</b>	Cr _____, Cr _____, Cr _____, Cr _____
<b>Dandaragan Community Centre Management Committee</b>	Cr _____
<b>Dept of Transport - Marine Advisory Committee - Cervantes</b>	Cr _____
<b>Dept of Transport - Marine Advisory Committee – Jurien Bay</b>	Cr _____

**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 24 OCTOBER 2019**

<b>Jurien Bay Chamber of Commerce</b>	Cr _____
<b>Jurien Bay Community Resource Centre Committee</b>	Cr _____
<b>Jurien Bay Community Centre Management Committee</b>	Cr _____
<b>Jurien Bay Ratepayers and Progress Association</b>	Cr _____
<b>Lancelin Defence Training Area Management Advisory Committee</b>	Cr _____
<b>Leeuwin Scholarship Panel</b>	Cr _____, Cr _____, Cr _____, Cr _____
<b>Local Emergency Management Committee</b>	Cr _____ (also Chair)
<b>Mid-West / Wheatbelt Joint Development Assessment Panel</b>	<b>Member Cr Scharf</b> <b>Member Cr Eyre</b> <b>Alternate Member Cr _____</b> <b>Alternate Member Cr Richardson</b>
Existing members do not require re-nomination as this is a Ministerial Appointment. If Cr Scharf and Cr Richardson are re-elected, they remain as a members.	
<b>Moora Local Health Advisory Group</b>	Cr _____
<b>Moore Catchment Council</b>	Cr _____
<b>Moora Sub Regional Road Group</b>	Cr _____
<b>Northern Growth Alliance (Chittering, Dandaragan &amp; Gingin)</b>	<b>Shire President</b> <b>Deputy President (proxy)</b>
<b>Rural Water Council / Water Corporation</b>	Cr _____
<b>Pinnacles Coast Tourism Inc.</b>	Cr _____
<b>West Koojan - Gillingarra Land Conservation District Committee</b>	Cr _____

## 9.4.2 COUNCIL POLICY MANUAL UPDATES – RISK MANAGEMENT AND ORGANISATION STRUCTURE / DESIGNATED SENIOR EMPLOYEES

Location:	Shire of Dandaragan
Applicant:	Not Applicable
Folder Path:	Business Classification Scheme / Corporate Management / Policy / Policy Register
Disclosure of Interest:	Nil
Date:	10 October 2019
Author:	Brent Bailey, Chief Executive Officer
Senior Officer:	Not Applicable

### PROPOSAL

This item addresses a proposed Risk Management Policy and Organisation Structure / Designated Senior Employees Policy to be added to the Shire of Dandaragan Policy Manual.

### BACKGROUND

The purpose of policy documents is to enable the effective and efficient management of Council resources and to assist staff and Council achieve an equitable decision making process.

The Shire of Dandaragan Risk Management framework which was initially developed in 2014 has been updated and transposed in the attached policy statement and supporting management procedure. The new policy will align with current procedures and the required processes for the CEO's review of risk management which is currently underway.

The purpose of the Organisation Structure / Designated Senior Employee is to formalise which positions within the Shire of Dandaragan are designated senior employees as referred to in the Local Government Act 1995. The policy also clarifies aspects of the role of the CEO to implement the required organisational structure within budget provisions to deliver the Shire's services and strategic direction.

### COMMENT

Risk Management is an essential function of the Shire's operations and an effective framework will ensure that consistent decision making is applied in this area.

A key element of the risk management framework is the risk acceptance criteria which documents the appropriate escalation of decision making when a risk has been identified, reviewed and classified. This table is shown below demonstrating who will take responsibility for various risks which are identified and how they will be treated.



**AGENDA FOR ORDINARY COUNCIL MEETING TO BE HELD THURSDAY 24 OCTOBER 2019**

Shire of Dandaragan Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
<b>LOW (1-4)</b>	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
<b>MODERATE (5-9)</b>	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
<b>HIGH (10-16)</b>	Urgent Attention Required	Risk acceptable with excellent controls, managed by Executive management and subject to monthly monitoring	Executive Manager / CEO
<b>EXTREME (17-25)</b>	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO / Council

The proposed policy does not propose any significant changes to the current risk management process within the Shire. It does however formalise Council's involvement in the process and will provide a more reliable trigger for regular review and implementation.

The Organisational Structure / Designated Senior Employee policy's main purpose is to establish that members of the Shire's Executive Management Team are designated senior employees. The practical outcome of the policy position is that the CEO must refer recommendations to appoint, terminate or create new senior employee positions to Council. Council may then choose to accept or reject the CEO's recommendation.

#### CONSULTATION

Local Government Insurance Services

#### STATUTORY ENVIRONMENT

##### **Local Government Act 1995**

##### *Section 2.7 Role of council*

(1) *The council –*

- (a) governs the local government's affairs; and
- (b) is responsible for the performance of the local government's functions.

(2) *Without limiting subsection (1), the council is to –*

- (a) *oversee the allocation of the local government's finances and resources; and*
- (b) *determine the local government's policies.*

### **Local Government (Audit) Regulations 1996**

17. *CEO to review certain systems and procedures*

- (1) *The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —*
  - (a) *risk management; and*
  - (b) *internal control; and*
  - (c) *legislative compliance.*

### **Local Government Act 1995**

#### **5.2 Administration of local governments**

*The council of a local government is to ensure that there is an appropriate structure for administering the local government.*

#### **5.37 Senior employees**

- (1) *A local government may designate employees or persons belonging to a class of employee to be senior employees.*
- (2) *The CEO is to inform the council of each proposal to employ or dismiss a senior employee, other than a senior employee referred to in section 5.39(1a), and the council may accept or reject the CEO's recommendation but if the council rejects a recommendation, it is to inform the CEO of the reasons for its doing so.*

#### **5.38 Annual review of certain employees' performances**

*The performance of each employee who is employed for a term of more than one year, including the CEO and each senior employee, is to be reviewed at least once in relation to every year of the employment.*

#### **5.39 Contracts for CEO and senior employees**

- (1a) *Despite subsection (1) —*
  - (a) *an employee may act in the position of a CEO or a senior employee for a term not exceeding one year without a written contract for the position in which he or she is acting.*

### **POLICY IMPLICATIONS**

This item recommends Council endorse two new policies to be included in the Policy Manual.

### **FINANCIAL IMPLICATIONS**

There are no financial implications relevant to this item.

STRATEGIC IMPLICATIONS

## Strategic Community Plan – Envision 2029

04 – Community	The Shire's resident population will grow more than the WA regional average supported by increased community recreation and cultural opportunities and access to key liveability factors such as health and wellbeing services and educational opportunities
<b>Priority Outcomes</b>	<b>Our Roles</b>
A region that develops and supports community leadership and collective values.	

ATTACHMENTS

Circulated with the agenda are the following items relevant to this report:

- Draft Policy - Risk Management (Doc Id: 141486)
- Policy 2.8 - Organisational Structure and Designation of Senior Employees (Doc Id: 141485)

VOTING REQUIREMENT

Simple Majority

**OFFICER RECOMMENDATION**

**That Council:**

- 1. Adopt the new Risk Management Policy C-1RM014 (Doc Id: 141486)**
- 2. Adopt the new Organisational Structure / Designated Senior Employees Policy C-20SDSE08 (Doc Id: 141485).**

## 9.5 COUNCILLOR INFORMATION BULLETIN

### 9.5.1 SHIRE OF DANDARAGAN – SEPTEMBER 2019 COUNCIL STATUS REPORT

Document ID: 140923

Attached to the agenda is a copy of the Shire's status report from the Council Meeting held Thursday 26 September 2019. **(Marked 9.5.1)**

### 9.5.2 SHIRE OF DANDARAGAN – INFRASTRUCTURE REPORT – OCTOBER 2019

Document ID: 141480

Attached to the agenda is a copy of the Shire of Dandaragan's Executive Manager Infrastructure Report for October 2019. **(Marked 9.5.2)**

### 9.5.3 SHIRE OF DANDARAGAN – BUILDING STATISTICS – SEPTEMBER 2019

Document ID: 141265

Attached to the agenda is a copy of the Shire of Dandaragan Building Statistics for September 2019. **(Marked 9.5.3)**

### 9.5.4 SHIRE OF DANDARAGAN – PLANNING STATISTICS – SEPTEMBER 2019

Document ID: 141264

Attached to the agenda is a copy of the Shire of Dandaragan Planning Statistics for September 2019. **(Marked 9.5.4)**

### 9.5.5 SHIRE OF DANDARAGAN TOURISM / LIBRARY REPORT FOR SEPTEMBER 2019

Document ID: 141603

Attached to the agenda is monthly report for Tourism / Library for September 2019. **(Marked 9.5.5)**

### 9.5.6 SHANE LOVE MLA MEMBER FOR MOORE – STABLE FLY

Document ID: 141326

Attached to the agenda is correspondence from Shane Love MLA with regards to stockpiling and spreading of chicken manure in the Yerramullah area, west of Badgingarra. **(Marked 9.5.6)**

## 10 NEW BUSINESS OF AN URGENT NATURE – INTRODUCED BY RESOLUTION OF THE MEETING

## 11 CONFIDENTIAL ITEMS FOR WHICH MEETING IS CLOSED TO THE PUBLIC

**12 ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

**13 CLOSURE OF MEETING**



# ATTACHMENTS

FOR ORDINARY COUNCIL MEETING 24 OCTOBER 2019

**SHIRE OF DANDARAGAN**

**ACCOUNTS FOR PAYMENT  
FOR THE PERIOD ENDING**

**30 SEPTEMBER 2019**

**SUMMARY OF SCHEDULE OF ACCOUNTS SEPTEMBER 2019**

<u>FUND</u>					<u>AMOUNT</u>
<b><u>MUNICIPAL FUND</u></b>					
<b>CHEQUES</b>		33719	-	33731	<b>\$33,504.11</b>
<b>EFT'S</b>	EFT	365	-	EFT 371	<b>\$649,984.28</b>
<b>DIRECT DEBITS</b>	GJBDEB	3746		GJBDEB 3786	<b>\$78,128.37</b>
<b>TOTAL MUNICIPAL FUND</b>					<b><u>\$761,616.76</u></b>

<b><u>TRUST FUND</u></b>					
<b>CHEQUES</b>			-		<b>\$0.00</b>
<b>EFT'S</b>	EFT		-	EFT	<b>\$0.00</b>
<b>TRANSFER</b>	Trust		-	Muni	<b>\$0.00</b>
					<b><u>\$0.00</u></b>

This schedule of accounts to be passed for payment, covering vouchers as detailed above, which was submitted to each member of Council has been checked and is fully supported by vouchers and invoices which are submitted herewith and which have been duly certified as to the receipt of goods and the rendition of services and as to prices, computations, and costings and the amounts shown the amounts show are due for payment.



\_\_\_\_\_  
CHIEF EXECUTIVE OFFICER



\_\_\_\_\_  
EXECUTIVE MANAGER CORPORATE & COMMUNITY SERVICES



<b>MUNICIPAL ACCOUNT</b>				
<b>DATE</b>	<b>CHEQUE</b>	<b>PAYEE</b>	<b>INVOICE DETAILS</b>	<b>AMOUNT</b>
6/09/2019	33719	Jurien Bay IGA	Jurien Admin Consumables August 19	\$945.64
6/09/2019	33720	Shire Of Dandaragan	BSL Commission Aug 19	\$55.00
6/09/2019	33721	Telstra Corporation	Various Telephone Usage	\$8,755.60
13/09/2019	33722	Telstra Corporation	Various Telephone Usage	\$1,239.68
13/09/2019	33723	Water Corporation	Various Water Usage	\$3,329.20
20/09/2019	33724	Commissioner Of Police	Firearm Licence Renewal 2020	\$128.00
20/09/2019	33725	Jurien Bay Quality Meats	Refreshments - LEMC exercise	\$305.65
20/09/2019	33726	Telstra Corporation	Various Telephone Usage	\$5,928.75
20/09/2019	33727	Water Corporation	Various Water Usage	\$10,266.60
27/09/2019	33728	Bay Bakery Cafe	Catering - LEMC Excersie	\$30.00
27/09/2019	33729	City Of Greater Geraldton	Midwest online events calendar contribution	\$2,200.00
27/09/2019	33730	Non Profit Training	Grant witting course	\$240.00
27/09/2019	33731	Telstra Corporation	Canover NBN Aug 19	\$79.99
				<b>\$33,504.11</b>

<b>DIRECT DEBITS</b>				
<b>DATE</b>		<b>JOURNAL NUMBER</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>
2/09/2019		GJBDEB-3750	BWA - Paper Transaction Fee - Aug 19	\$89.40
2/09/2019		GJBDEB-3751	BWA - BPay Mntnce Fee - Aug 19	\$15.00
2/09/2019		GJBDEB-3752	BWA - Over The Counter Fee - Aug 19	\$62.00
2/09/2019		GJBDEB-3753	BWA - BPay Transaction Fee - Aug 19	\$541.60
2/09/2019		GJBDEB-3754	BWA - BPay Credit Card Fee - Aug 19	\$22.70
2/09/2019		GJBDEB-3755	BWA - Mtnce Fee Ex 117-005816-7	\$20.00
2/09/2019		GJBDEB-3756	BWA - OBB Record Fee- Aug19	\$35.70
2/09/2019		GJBDEB-3757	ANZ - Merchant Fee - Aug 19	\$976.18
2/09/2019		GJBDEB-3758	BWA - Dishonour Fee - Comm Id 12908	\$10.00
3/09/2019		GJBDEB-3759	BWA - Merchant Fees Aug 19 - JB Admin	\$253.62
3/09/2019		GJBDEB-3760	BWA - Merchant Fees Aug 19 - TCVC	\$65.00
4/09/2019		GJBDEB-3761	M/C - Sit Stand Desk	\$318.95
4/09/2019		GJBDEB-3762	M/C - Clearing App. Permit - Nth West Road	\$2,400.00
4/09/2019		GJBDEB-3763	M/C - Taxi purchase (reimbursed)	\$19.66
4/09/2019		GJBDEB-3764	M/C - Acrobat Annual Subs	\$18.69
4/09/2019		GJBDEB-3765	M/C - Foreign Trans Fee	\$0.55
4/09/2019		GJBDEB-3766	M/C - Air Con Assy for PTL012	\$1,716.00
4/09/2019		GJBDEB-3767	M/C - Conference Accommodation - 4 nights	\$412.23
4/09/2019		GJBDEB-3768	M/C - Fuel PLV257	\$214.65
4/09/2019		GJBDEB-3769	M/C - Fuel PLV257	\$202.13
4/09/2019		GJBDEB-3770	M/C - Conference Parking	\$23.22
4/09/2019		GJBDEB-3771	M/C - Conference Parking	\$29.28
4/09/2019		GJBDEB-3772	M/C - Fuel PLV257	\$163.61
4/09/2019		GJBDEB-3773	M/C - Fuel PLV257	\$136.46
5/09/2019		GJBDEB-3746	Salary Packaging	\$3,649.21
5/09/2019		GJBDEB-3747	SuperChoice	\$21,243.33
11/09/2019		GJBDEB-3774	BWA - Deposit Book Charge	\$4.50
16/09/2019		GJBDEB-3776	SecurePay Admin Trans. Fee - Sep 19	\$30.05
19/09/2019		GJBDEB-3748	Salary Packaging	\$3,649.21
19/09/2019		GJBDEB-3749	SuperChoice	\$21,507.74
23/09/2019		GJBDEB-3779	WATC - SSL's 130 & 131 - JB Bowling Club	\$16,018.61
24/09/2019		GJBDEB-3780	Easifleet ERV Lease 30 of 48	\$1,257.31
24/09/2019		GJBDEB-3781	Aust Post - TCVC Comm. July/Aug 2019	\$58.56
24/09/2019		GJBDEB-3782	Aust Post - JB Admin Comm. Aug 2019	\$142.63
30/09/2019		GJBDEB-3785	BWA - Line of Credit Fee - Sep 19	\$1,050.00
30/09/2019		GJBDEB-3786	WEX Fuel Cards - Aug/Sep2019	\$1,770.59
				<b>\$78,128.37</b>

## ELECTRONIC FUNDS TRANSFER - MUNICIPAL ACCOUNT

DATE	EFT #	PAYEE	INVOICE DETAILS	AMOUNT
5/05/2019	365	Cancelled	Cancelled	\$0.00
<b>Total</b>	<b>365</b>			<b>\$0.00</b>
5/05/2019	366	Payroll	Payroll	\$108,419.11
<b>Total</b>	<b>366</b>			<b>\$108,419.11</b>
6/09/2019	367/968	AMPAC Debt Recovery (WA) Pty Ltd	Legal Expenses - 19/8	\$66.00
6/09/2019	367/968	Astro Alloys	Safehandz pumps	\$411.10
6/09/2019	367/968	Auscoinswest	Visitor Centre Merchandise	\$423.50
6/09/2019	367/968	Australia Post	Postage August 2019	\$3,903.66
6/09/2019	367/968	Australia Post	Postage August 2019	\$44.80
6/09/2019	367/968	Avdata Australia	Jurien Airport flight data Aug 19	\$210.39
6/09/2019	367/968	Bitutek Pty Ltd	CRS emulsion	\$880.00
6/09/2019	367/968	Building Commission	BSL Remittance Aug 19	\$2,268.79
6/09/2019	367/968	Cervantes Hardware and Marine	Ratchet tie downs	\$89.10
6/09/2019	367/968	Cervantes Hardware and Marine	Killrust	\$440.00
6/09/2019	367/968	Cervantes Hardware and Marine	Fuel filters, lube filter	\$122.65
6/09/2019	367/968	Cervantes Hardware and Marine	Stadium herbicide & Boom clean	\$415.00
6/09/2019	367/968	Dandaragan Mechanical Services	Poly bushes, equaliser pins	\$156.37
6/09/2019	367/968	Dandaragan Mechanical Services	Poly bushes, equaliser pins	\$156.38
6/09/2019	367/968	Dandaragan Mechanical Services	825R15 tyres	\$1,618.30
6/09/2019	367/968	Dandaragan Mechanical Services	Mudflaps	\$23.40
6/09/2019	367/968	Dandaragan Store	Dandy Depot Consumables	\$13.00
6/09/2019	367/968	Dandaragan Store	Dandy Depot Refreshments	\$29.30
6/09/2019	367/968	Dandaragan Store	Dandy Depot Staff Function	\$40.00
6/09/2019	367/968	Derricks Auto-Ag & Hardware Plus	Teejet cap gaskets, Teejet white tips	\$190.00
6/09/2019	367/968	Derricks Auto-Ag & Hardware Plus	Liquid filled gauge & pressure relief valve	\$67.00
6/09/2019	367/968	Fiat Professional Welshpool	Mudguard	\$130.61
6/09/2019	367/968	Fowler Electrical Contracting	Mech seal	\$166.32
6/09/2019	367/968	Fuel Distributors of WA Pty Ltd	Dandy Depot - Diesel	\$15,708.09
6/09/2019	367/968	Jurien Bay Adventure Tours	BookEasy Booking 7903722	\$198.00
6/09/2019	367/968	Jurien Bay Adventure Tours	BookEasy Commission 02/09/19	-\$24.75
6/09/2019	367/968	Jurien Bay Newsagency	Farewell/Retirement Cards	\$30.96
6/09/2019	367/968	Jurien Hardware - Thrifty Link	Protective Clothing - returned	-\$49.40
6/09/2019	367/968	Jurien Hardware - Thrifty Link	Brass vall valve	\$19.00
6/09/2019	367/968	Jurien Hardware - Thrifty Link	Gal clout & soft twist tie	\$8.55
6/09/2019	367/968	Jurien Hardware - Thrifty Link	Uni-pro brush & flat brush	\$1.90
6/09/2019	367/968	Jurien Hardware - Thrifty Link	Scale gun & snail/slug guard	\$19.47
6/09/2019	367/968	Jurien Hardware - Thrifty Link	Lanolin lubricant	\$14.72
6/09/2019	367/968	Jurien Hardware - Thrifty Link	Cement bags	\$18.90
6/09/2019	367/968	Jurien Hardware - Thrifty Link	Grillman blocks, gloves, scourers	\$60.02
6/09/2019	367/968	Jurien Hardware - Thrifty Link	Bore casing	\$76.00
6/09/2019	367/968	Jurien Home Timber & Hardware	Powerboard	\$7.70
6/09/2019	367/968	Jurien Home Timber & Hardware	Jumbo toilet rolls	\$110.00
6/09/2019	367/968	Jurien Home Timber & Hardware	Actizyme Pellets	\$96.50
6/09/2019	367/968	Jurien Home Timber & Hardware	Grey silicone tubes	\$20.70
6/09/2019	367/968	Jurien Home Timber & Hardware	Light grey grout	\$9.00
6/09/2019	367/968	Jurien Home Timber & Hardware	Chrome grates & HSS Drill	\$51.85
6/09/2019	367/968	Jurien Home Timber & Hardware	Sanitary silicone tubes	\$19.20
6/09/2019	367/968	Jurien Home Timber & Hardware	Couplings	\$11.75
6/09/2019	367/968	Jurien Home Timber & Hardware	Toilet rolls	\$110.00
6/09/2019	367/968	Jurien Home Timber & Hardware	Metal wheels & nutsetter	\$21.45
6/09/2019	367/968	Jurien Home Timber & Hardware	PVC socket valves	\$9.80
6/09/2019	367/968	Jurien Home Timber & Hardware	Kincrome hand riveter	\$35.00
6/09/2019	367/968	Land insights	Consultancy - Review & update plans	\$9,350.00
6/09/2019	367/968	Landgate	Gross Rental Valuations	\$327.09
6/09/2019	367/968	Landgate	Gross Rental Valuations	\$67.85
6/09/2019	367/968	Landmark Operations Limited	Nufa sentry 500g pkts	\$15,928.00
6/09/2019	367/968	Landmark Operations Limited	Silv o-ring mesh, filter bowls & valves	\$99.97
6/09/2019	367/968	Moora Toyota	2019 Toyota Corolla Ascent	\$19,311.20
6/09/2019	367/968	Moora Toyota	Repair injector harness	\$395.65
6/09/2019	367/968	Moora Tyres	O-Rings	\$46.20
6/09/2019	367/968	Moora Tyres	O-Rings	\$46.20
6/09/2019	367/968	Nessa Hall	Mtnce Cont Aug 19 - Dobbyn Park B's & T's	\$866.15
6/09/2019	367/968	Nessa Hall	Fauntleroy Park BBQ & Toilets Aug 19	\$866.15
6/09/2019	367/968	Nessa Hall	Memorial Park Aug 19	\$866.15
6/09/2019	367/968	Nessa Hall	Fauntleroy Park New BBQ Aug 19	\$428.31
6/09/2019	367/968	Nessa Hall	Sanitary Bins Aug 19	\$88.00
6/09/2019	367/968	Nessa Hall	Jurien Fish Cleaning Station Aug 19	\$866.15

6/09/2019	367/968	Nessa Hall	Beachridge Park BBQ Aug 19	\$428.31
6/09/2019	367/968	Nessa Hall	Middleton Park BBQ Aug 19	\$497.20
6/09/2019	367/968	Nessa Hall	Baudin Park BBQ Aug 19	\$427.87
6/09/2019	367/968	OneMusic Australia	Music For Rual Councils 19/20	\$350.00
6/09/2019	367/968	Pinnacles Express	Advertising Yactivate	\$5.00
6/09/2019	367/968	Pinnacles Express	Advertising - Cleaning Cervantes	\$10.00
6/09/2019	367/968	Ray White Jurien Bay	Staff Housing	\$1,430.00
6/09/2019	367/968	Russ - Hills Contracting	Freight Dand Depot	\$97.57
6/09/2019	367/968	Synergy	JCC 31/07-28/08/19	\$303.49
6/09/2019	367/968	Toll Transport Pty Ltd	Freight - Badgingarra Library	\$39.66
6/09/2019	367/968	Toll Transport Pty Ltd	Freight - Dandy Depot	\$56.20
6/09/2019	367/968	Toll Transport Pty Ltd	Freight - Jurien Admin	\$40.05
6/09/2019	367/968	Toll Transport Pty Ltd	Freight - Jurien Admin	\$13.48
6/09/2019	367/968	Toll Transport Pty Ltd	Freight - Jurien Depot	\$33.11
6/09/2019	367/968	Trekaway Pty Ltd	Tourism merchandise	\$181.40
6/09/2019	367/968	Turquoise Safaris	BookEasy booking 7901473	\$99.00
6/09/2019	367/968	Turquoise Safaris	BookEasy Commission	-\$12.38
6/09/2019	367/968	WA Rangers Association	2019 Rangers Training Conference registrations	\$1,100.00
6/09/2019	367/968	Wajon Publishing Company	Visitor Centre Merchandise	\$185.20
6/09/2019	367/968	Waterlogic Australia Pty Ltd	Lease W/Filter 1/9-30/9/19 Civic Centre	\$678.70
6/09/2019	367/968	Waterlogic Australia Pty Ltd	Lease W/Filter Sept 19 Jurien Admin	\$286.00
6/09/2019	367/968	Waterlogic Australia Pty Ltd	Lease W/Filter Sept 19 Jurien Depot	\$591.80
6/09/2019	367/968	Winc Australia Pty Limited	Stationery August 2019	\$119.88
6/09/2019	367/968	Wolfcom Australia Pty Limited	Standard Load Bearing Vests	\$264.00
6/09/2019	367/968	Woodlands Dist. & Agencies P/L	Prilled Gypsum	\$492.25
6/09/2019	367/968	Woodlands Dist. & Agencies P/L	Prilled Gypsum	\$492.25
6/09/2019	367/968	Worldwide Printing Solutions	Septic Works Books	\$390.00
<b>Total</b>	<b>367/968</b>			<b>\$86,603.19</b>
13/09/2019	368/969	Afgri Equipment Australia Pty Ltd	Oil filters, filter element, grease oil	\$350.96
13/09/2019	368/969	Afgri Equipment Australia Pty Ltd	LED Flashing Lights	\$361.22
13/09/2019	368/969	AMPAC Debt Recovery (WA) Pty Ltd	Legal Expenses - 27/08/19	\$22.00
13/09/2019	368/969	Ann Eyre, Cr	Annual Meeting Fee 1st QTR	\$3,991.25
13/09/2019	368/969	Ann Eyre, Cr	ICT Allowance 1st QTR	\$875.00
13/09/2019	368/969	Apis Operations Pty Ltd	Supply of Gravel for Coalara Rd	\$15,980.25
13/09/2019	368/969	Apis Rural Products	Remove bee hive from tank	\$100.00
13/09/2019	368/969	Arrow Bronze	Commemorative Plaque CCC	\$566.39
13/09/2019	368/969	Australian Taxation Office	BAS-GST payment August 2019	\$49,844.00
13/09/2019	368/969	Avon Waste	Rubbish - Green Bins 19/08-30/08/19	\$5,269.06
13/09/2019	368/969	Avon Waste	Recycling 19/08-30/08/19	\$3,915.54
13/09/2019	368/969	Avon Waste	Street Bins1 27/07-02/08/19	\$303.02
13/09/2019	368/969	Avon Waste	Additional - Friday Collection 23/08-30/8/19	\$148.24
13/09/2019	368/969	Avon Waste	Additional Street Bins 20/8-13/8/19	\$80.66
13/09/2019	368/969	Avon Waste	Jetty Bins 19/08-30/08/19	\$28.36
13/09/2019	368/969	Avon Waste	Fish Cleaning Bins 19/08-30/08/19	\$314.40
13/09/2019	368/969	Avon Waste	F/Lift Bins - Sandy Cape 19/08-30/08/19	\$1,237.86
13/09/2019	368/969	Avon Waste	F/Lift Bins - Badgy Refuse 19/08-30/08/19	\$622.26
13/09/2019	368/969	Avon Waste	F/Lift Bins - Cerv Transfer Stn 9/08/19	\$393.02
13/09/2019	368/969	Avon Waste	Rec Process Charge 20/08 & 27/08	\$379.57
13/09/2019	368/969	Badgingarra Community Assn	Badgy General Mtnce - Contract BCC - Aug 20	\$654.29
13/09/2019	368/969	Badgingarra Community Assn	Badgy General Mtnce - Ablusions -Aug 2019	\$463.63
13/09/2019	368/969	Badgingarra Community Assn	Badgy General Mtnce - BCC surrounds - Aug 2	\$1,597.52
13/09/2019	368/969	Badgingarra Community Assn	Badgy General Mtnce - Badgy Cemetery - Aug	\$342.33
13/09/2019	368/969	Badgingarra Community Assn	Badgy General Mtnce - Badgy Info Bay - Aug 20	\$342.33
13/09/2019	368/969	Barnes Hydraulic Services	Oil Hose	\$121.97
13/09/2019	368/969	Barnes Hydraulic Services	Reapar hydraulic ram	\$369.92
13/09/2019	368/969	Bay Glass	Supply & Install Shower screen	\$665.00
13/09/2019	368/969	Bay Glass	Supply & Install new door	\$60.00
13/09/2019	368/969	BookEasy Pty Ltd	BookEasy Monthly Fee	\$330.00
13/09/2019	368/969	BCITF	BCITF Levy - August 2019	\$2,762.39
13/09/2019	368/969	BCITF	BCITF Commission - August 2019	-\$33.00
13/09/2019	368/969	Council First	Professional Services Aug 19	\$858.00
13/09/2019	368/969	Council First	STP Transactions Aug 19	\$28.38
13/09/2019	368/969	D Slys (Cr)	Annual Meeting Fee 1st QTR	\$3,991.25
13/09/2019	368/969	D Slys (Cr)	ICT Allowance 1st QTR	\$875.00
13/09/2019	368/969	Dahlia Richardson, Cr	Annual Meeting Fee 1st QTR	\$3,991.25
13/09/2019	368/969	Dahlia Richardson, Cr	ICT Allowance 1st QTR	\$875.00
13/09/2019	368/969	Dandaragan Mechanical Services	Delkor Battery	\$106.25
13/09/2019	368/969	Department of Transport	J Bay fish cleaning stn usage 01/07-31/08/19	\$213.53
13/09/2019	368/969	Derricks Auto-Ag & Hardware Plus	Flywire	\$34.80

13/09/2019	368/969	Derricks Auto-Ag & Hardware Plus	Killrust Spray Can	\$96.00
13/09/2019	368/969	Glen & Belinda Robinson	Refund Overpayment of Rates	\$190.55
13/09/2019	368/969	Jason Clarke, Cr	Annual Meeting Fee 1st QTR	\$3,991.25
13/09/2019	368/969	Jason Clarke, Cr	ICT Allowance 1st QTR	\$875.00
13/09/2019	368/969	Jurien Auto Electrics	Repairs to airconditioner	\$426.75
13/09/2019	368/969	Jurien Bay Building	Remove, supply & install gutter & downpipe	\$1,100.00
13/09/2019	368/969	Jurien Bay CRC	Certificates of Appreciation	\$85.00
13/09/2019	368/969	Jurien Bay Motel Apartments	BookEasy Booking 7913299	\$280.00
13/09/2019	368/969	Jurien Bay Motel Apartments	BookEasy Commission 090919	-\$42.00
13/09/2019	368/969	Jurien Hardware - Thrifty Link	M10 x 30mm bolt & nut	\$8.55
13/09/2019	368/969	Jurien Hardware - Thrifty Link	Acetone 1lt	\$13.30
13/09/2019	368/969	Jurien Hardware - Thrifty Link	Spring Washer, heavy duty washer	\$7.60
13/09/2019	368/969	Jurien Hardware - Thrifty Link	Proquip Ass, accessories pourer with seal	\$16.34
13/09/2019	368/969	Jurien Hardware - Thrifty Link	9kg Gas Refill	\$33.25
13/09/2019	368/969	Jurien Hardware - Thrifty Link	9kg Gas Refill	\$33.25
13/09/2019	368/969	Jurien Hardware - Thrifty Link	Masterlock - padlock	\$48.45
13/09/2019	368/969	Jurien Hardware - Thrifty Link	Protective clothing	\$19.00
13/09/2019	368/969	Jurien Hardware - Thrifty Link	Raid control bombs	\$14.25
13/09/2019	368/969	Jurien Home Timber & Hardware	PVC Fittings	\$23.90
13/09/2019	368/969	Jurien Home Timber & Hardware	Hook snap swivel round	\$6.30
13/09/2019	368/969	Jurien Home Timber & Hardware	Brickies cement & coastal lite	\$20.35
13/09/2019	368/969	Jurien Home Timber & Hardware	Fluid cutting & drill bit	\$46.45
13/09/2019	368/969	Jurien Home Timber & Hardware	Drill bits, screws	\$95.85
13/09/2019	368/969	Jurien Home Timber & Hardware	Green wall plug	\$15.90
13/09/2019	368/969	Jurien Home Timber & Hardware	Drill bits, Zinc Primer	\$94.20
13/09/2019	368/969	Jurien Tyre & Auto	36,000km service	\$454.20
13/09/2019	368/969	Justine Eacott Photography	Visitor guide photos	\$742.50
13/09/2019	368/969	Kaye McGlew (Cr)	Annual Meeting fee 1st QTR	\$3,991.25
13/09/2019	368/969	Kaye McGlew (Cr)	ICT Allowance 1st QTR	\$875.00
13/09/2019	368/969	Landgate	Certificate of title	\$26.20
13/09/2019	368/969	Leslee Holmes (Cr)	Presidents Meeting Fee 1st QTR	\$6,180.00
13/09/2019	368/969	Leslee Holmes (Cr)	Presidents Allowance 1st QTR	\$4,000.00
13/09/2019	368/969	Leslee Holmes (Cr)	ICT Allowance 1st QTR	\$875.00
13/09/2019	368/969	Marketforce Pty Ltd	Early settlement discount July 19	-\$26.53
13/09/2019	368/969	Marketforce Pty Ltd	Advertising fire break & fuel hazard	\$1,103.70
13/09/2019	368/969	Metrocount	RoadPod VT 59000	\$25,307.70
13/09/2019	368/969	Peter Scharf (Cr)	Annual Meeting Fee 1st QTR	\$3,991.25
13/09/2019	368/969	Peter Scharf (Cr)	Deputy Presidents Allowance 1st QTR	\$1,000.00
13/09/2019	368/969	Peter Scharf (Cr)	ICT Allowance 1st QTR	\$875.00
13/09/2019	368/969	R. Shanhun, Cr	Annual meeting fee 1st QTR	\$3,991.25
13/09/2019	368/969	R. Shanhun, Cr	ICT Allowance 1st QTR	\$875.00
13/09/2019	368/969	Synergy	Various Electricity Usage	\$17,453.30
13/09/2019	368/969	Transport Spares & Equipment	Mudflaps, Hoist dual dash control	\$556.60
13/09/2019	368/969	Vanguard Press	Brochure Displays	\$754.70
13/09/2019	368/969	Wayne Gibson (Cr)	Annual Meeting Fee 1st QTR	\$3,991.25
13/09/2019	368/969	Wayne Gibson (Cr)	ICT Allowance 1st QTR	\$875.00
<b>Total</b>	<b>368/969</b>			<b>\$188,824.76</b>
19/09/2019	369	Payroll	Payroll	\$109,987.32
<b>Total</b>	<b>369</b>			<b>\$109,987.32</b>
20/09/2019	370/970	Abco Products	Hand towels, toilet paper, bin liners	\$314.18
20/09/2019	370/970	Abco Products	Hand towels, toilet paper, bin liners	\$314.17
20/09/2019	370/970	Advanced Traffic Management (WA)	Traffic management plan	\$303.60
20/09/2019	370/970	Advanced Traffic Management (WA)	Emergency exercise	\$0.00
20/09/2019	370/970	Alcolizer Technology	HH3 breath testers	\$1,309.00
20/09/2019	370/970	Bay Glass	Supply 32x20 angle	\$45.00
20/09/2019	370/970	Breakaway Earthmoving Pty Ltd	Supply bobcat mulcher veg.works Walyoo Rd	\$2,640.00
20/09/2019	370/970	Cervantes Hardware and Marine	PVC Fittings, plumbers tape, priming fluid	\$87.18
20/09/2019	370/970	Cervantes Hardware and Marine	Tie down ratchet	\$18.70
20/09/2019	370/970	Cervantes Hardware and Marine	Rapid set premix concrete	\$8.80
20/09/2019	370/970	Cervantes Hardware and Marine	Spray oil 110 lt	\$1,452.00
20/09/2019	370/970	Child Support	Child Support	\$110.37
20/09/2019	370/970	CONNECT Call Centre Services	After Hours calls August 2019	\$185.19
20/09/2019	370/970	Covs Parts Pty Ltd	24V globe	\$69.28
20/09/2019	370/970	Dept. of Water & Environmental Reg.	Controlled Waste tracking form 15/8-30/08/19	\$132.00
20/09/2019	370/970	Dept. of Water & Environmental Reg.	Controlled Waste Licence Renewal	\$60.00
20/09/2019	370/970	Derricks Auto-Ag & Hardware Plus	Rotary vane Pump & hose	\$305.00
20/09/2019	370/970	Derricks Auto-Ag & Hardware Plus	Air/water tyre filler	\$95.00
20/09/2019	370/970	Direct Contracting Pty Ltd	Culvert extension works on Jurien East Rd	\$17,160.00
20/09/2019	370/970	Direct Lighting Albany	LED Lights	\$308.00

20/09/2019	370/970	Direct Lighting Albany	LED lights	\$457.60
20/09/2019	370/970	Direct Lighting Albany	4 pin lights	\$288.00
20/09/2019	370/970	Elders Rural Services Australia Ltd	Field gates-hinges-tubular strainers-fastner	\$737.55
20/09/2019	370/970	Elders Rural Services Australia Ltd	Steel droppers	\$226.80
20/09/2019	370/970	Elders Rural Services Australia Ltd	Rapidset cement bags	\$88.00
20/09/2019	370/970	Garot Pty Ltd	Radiator H/duty 6 row core, bolts & gaskets	\$5,659.50
20/09/2019	370/970	J & R Carter's Fine Furniture	Alterations to visitor centre reception counter	\$1,452.00
20/09/2019	370/970	Jtagz Pty Ltd	Yellow - animal tags	\$231.00
20/09/2019	370/970	Jurien Bay Building	1 week scissor hire	\$550.00
20/09/2019	370/970	Jurien Bay Tourist Park	BookEasy Booking 7794869	\$125.00
20/09/2019	370/970	Jurien Bay Tourist Park	BookEasy Commission 160919	-\$15.63
20/09/2019	370/970	Jurien Hardware - Thrifty Link	Hand size fertilizer spreader	\$26.12
20/09/2019	370/970	Jurien Hardware - Thrifty Link	Nut & Tail	\$4.56
20/09/2019	370/970	Jurien Hardware - Thrifty Link	Oil drain tray, drill powered pump	\$30.88
20/09/2019	370/970	Jurien Hardware - Thrifty Link	9kg gas refills	\$66.50
20/09/2019	370/970	Jurien Home Timber & Hardware	Jumbo toilet rolls	\$55.00
20/09/2019	370/970	Jurien Home Timber & Hardware	Primer zinc spray, screw dek	\$86.00
20/09/2019	370/970	Jurien Home Timber & Hardware	Wallplugs, drill bits,	\$38.95
20/09/2019	370/970	Jurien Home Timber & Hardware	Metalshield, Primer	\$48.00
20/09/2019	370/970	Jurien Home Timber & Hardware	Proquip siphon hand pump, oil injector syringe	\$24.45
20/09/2019	370/970	Jurien Home Timber & Hardware	Clip hose worm	\$10.00
20/09/2019	370/970	Jurien Home Timber & Hardware	Poly socket & nipple	\$11.85
20/09/2019	370/970	Jurien Signs	Hazard warning signs	\$302.50
20/09/2019	370/970	Jurien Signs	Danger signs - sandpit no entry	\$152.00
20/09/2019	370/970	Jurien Signs	Danger signs - deep excavation	\$152.00
20/09/2019	370/970	Jurien Signs	Farewell gift	\$95.00
20/09/2019	370/970	Jurien Signs	Rural Street Number - 159	\$29.92
20/09/2019	370/970	Jurien Signs	Rural Street Number - 88 & 181	\$57.20
20/09/2019	370/970	Jurien Signs	Corflute roster sign	\$387.20
20/09/2019	370/970	Jurien Tyre & Auto	Supply & fit new tyres	\$936.00
20/09/2019	370/970	Jurien Tyre & Auto	45,000km service	\$404.50
20/09/2019	370/970	Kooyong Trust	Refund of Holiday Home application	\$147.00
20/09/2019	370/970	LG Assist ANZ Pty Ltd	Advertising EMI position	\$330.00
20/09/2019	370/970	Major Motors Pty Ltd	Repairs to clutch on fire truck	\$2,266.70
20/09/2019	370/970	Market Creations	Fire Notice Brochure	\$1,573.00
20/09/2019	370/970	Mcleods Barristers And Solicitors	Legal Expenses - bush fire act prosecution	\$576.11
20/09/2019	370/970	Mcleods Barristers And Solicitors	Legal Expenses - Dog Act Prosecution	\$534.96
20/09/2019	370/970	Mcleods Barristers And Solicitors	Legal Expenses - Local Law Prosecution	\$576.11
20/09/2019	370/970	Mcleods Barristers And Solicitors	Legal Expenses - Dog Act Prosecution	\$141.40
20/09/2019	370/970	Mcleods Barristers And Solicitors	Legal Expenses - Dog Act Prosecution	\$917.49
20/09/2019	370/970	Mcleods Barristers And Solicitors	Legal Expenses - Local Law Prosecution	\$141.40
20/09/2019	370/970	Mcleods Barristers And Solicitors	Legal Expenses - Local Law Prosecution	\$987.34
20/09/2019	370/970	Mcleods Barristers And Solicitors	Legal Expenses - Litter/Bushfire Act Prosecutive	\$141.40
20/09/2019	370/970	Mcleods Barristers And Solicitors	Legal Expenses - Litter/Bushfire Act Prosecutive	\$1,427.68
20/09/2019	370/970	Mcleods Barristers And Solicitors	Legal Expenses - Preparation of Audit Informati	\$154.00
20/09/2019	370/970	Oztrology	Visitor Centre Merchandise	\$117.00
20/09/2019	370/970	Ray White Jurien Bay	Staff Housing	\$1,430.00
20/09/2019	370/970	Red Lips Media	Events page set up	\$275.00
20/09/2019	370/970	Ricoh Finance	O/Payment of contract 0881814476	-\$3,024.60
20/09/2019	370/970	Ricoh Finance	Copier Lease 8/7-07/08/19	\$1,337.60
20/09/2019	370/970	Ricoh Finance	Copier Lease 08/08-07/09/19	\$1,337.60
20/09/2019	370/970	Ricoh Finance	Copier Lease 08/09-07/10/19	\$1,337.60
20/09/2019	370/970	Russ - Hills Contracting	Freight - Dandy Depot	\$97.57
20/09/2019	370/970	Russ - Hills Contracting	Freight - Dandy Depot	\$97.57
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Jurien Bay Depot	\$935.88
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Aggies Cottage	\$97.90
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Jurien Bay Family Resource	\$104.50
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Badgingarra Community Ce	\$60.50
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Jurien Bay Fire Shed	\$198.00
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Badgingarra Fire Shed	\$49.50
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Jurien Bay Old Town Hall	\$55.00
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Jurien Bay Refuse Tip	\$199.43
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Cervantes Recreation Centre	\$313.50
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Wellness Centre	\$93.50
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Cervantes Waste Transfer C	\$259.94
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Dandaragan Community Ce	\$93.50
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Dandaragan Community Re	\$88.00
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Dandaragan Depot	\$1,019.92
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Dandaragan Fire Shed	\$71.50
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Dandaragan Refuse Tip	\$22.00

20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Department Of Parks & Wild	\$121.00
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Jurien Airstrip	\$22.00
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Jurien Bay Administration	\$352.00
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Jurien Bay Civic Centre	\$368.50
20/09/2019	370/970	Scavenger Fire & Safety	Test/Tag Fire Extin Jurien Bay Community Cent	\$203.89
20/09/2019	370/970	SEEK Limited	Advertising - Executive Manager Infrastructure	\$544.50
20/09/2019	370/970	StrataGreen	Coir Mesh, Coir Erosion, Gripper Pins	\$4,548.89
20/09/2019	370/970	Synergy	Various Electricity Usage	\$3,368.27
20/09/2019	370/970	Telstra	Whispir SMS usage Aug 19	\$159.50
20/09/2019	370/970	Toll Transport Pty Ltd	Freight - Jurien Admin	\$15.01
20/09/2019	370/970	Toll Transport Pty Ltd	Freight - Jurien Depot	\$15.02
20/09/2019	370/970	Toll Transport Pty Ltd	Freight - Dandy Depot	\$10.73
20/09/2019	370/970	Toll Transport Pty Ltd	Freight - Jurien Admin	\$77.77
20/09/2019	370/970	Toll Transport Pty Ltd	Freight - Jurien Depot	\$951.33
20/09/2019	370/970	Toll Transport Pty Ltd	Freight - Dandy Depot	\$10.73
20/09/2019	370/970	Toll Transport Pty Ltd	Freight - FESA	\$10.73
20/09/2019	370/970	Tourism Council Western Australia	Refund of travel assistance	\$150.00
20/09/2019	370/970	Turquoise Safaris	BookEasy Booking 7923962	\$348.00
20/09/2019	370/970	Turquoise Safaris	BookEasy Booking 7930891	\$174.00
20/09/2019	370/970	Turquoise Safaris	BookEasy Commission 16/09/19	-\$65.25
20/09/2019	370/970	UDLA	Consultancy - Masterplans	\$10,351.00
20/09/2019	370/970	W Purser & Sons	Refreshments - staff function	\$122.50
20/09/2019	370/970	Western Lockservice	Keyed nightlatch	\$155.00
20/09/2019	370/970	Winc Australia Pty Limited	MK220 wireless combos	\$88.24
20/09/2019	370/970	Winc Australia Pty Limited	HP 600 Prodesk	\$3,044.84
20/09/2019	370/970	Winc Australia Pty Limited	HP Prodisplay Monitors	\$621.79
<b>Total</b>	<b>370/970</b>			<b>\$79,988.41</b>
27/09/2019	371/971	Avon Waste	Rubbish - Green Bins 02/09-13/09/19	\$5,269.06
27/09/2019	371/971	Avon Waste	Recycling 02/09-13/09/19	\$3,915.54
27/09/2019	371/971	Avon Waste	Street Bins1 27/07-02/08/19	\$303.02
27/09/2019	371/971	Avon Waste	Additional - Friday Collection 6/9 & 13/09/19	\$147.15
27/09/2019	371/971	Avon Waste	Additional Street Bins 3/9 & 10/09/19	\$80.66
27/09/2019	371/971	Avon Waste	Jetty Bins 02/09-13/09/19	\$28.36
27/09/2019	371/971	Avon Waste	Fish Cleaning Bins 02/09-13/09/19	\$314.40
27/09/2019	371/971	Avon Waste	F/Lift Bins - Sandy Cape 02/09-13/09/19	\$1,237.86
27/09/2019	371/971	Avon Waste	F/Lift Bins - Badgy Refuse 02/09-13/09/19	\$622.26
27/09/2019	371/971	Avon Waste	F/Lift Bins - Cerv Transfer Stn 9/08/19	\$393.02
27/09/2019	371/971	Avon Waste	Rec Process Charge 3/9 & 10/9/19	\$412.65
27/09/2019	371/971	Bluesteel t/a Frontline Fire Equip.	DFES removable panel sets	\$188.10
27/09/2019	371/971	Bluesteel t/a Frontline Fire Equip.	DFES removable panel set	\$94.05
27/09/2019	371/971	D Greenwood	Waste Maint. Cont Sept 19 Badgy Tip	\$1,280.00
27/09/2019	371/971	Dept. of Water & Environmental Reg.	Controlled Waste Tracking 0209-11/09/19	\$1,496.00
27/09/2019	371/971	Dr Diana McGirr	Develop Art & Culture plan	\$8,000.00
27/09/2019	371/971	G & A Lombardi Pty Ltd	Purchase Tandem Dolly - Ptt020	\$29,920.00
27/09/2019	371/971	G & A Lombardi Pty Ltd	On Road Costs	\$825.00
27/09/2019	371/971	Jurien Bay CRC	Advertising Shire Matters issue 351	\$753.75
27/09/2019	371/971	Jurien Bay Panel & Paint Pty Ltd	Repairs to door & hinge	\$412.79
27/09/2019	371/971	Jurien Hardware - Thrifty Link	Camlock	\$15.68
27/09/2019	371/971	Jurien Hardware - Thrifty Link	Sparkle Boronia, poly sprayer	\$54.81
27/09/2019	371/971	Jurien Hardware - Thrifty Link	9kg gas refill	\$99.75
27/09/2019	371/971	Jurien Home Timber & Hardware	Turnbuckle eye & eye	\$14.00
27/09/2019	371/971	Jurien Home Timber & Hardware	Drano crystals, plumbers mate, sink pump	\$34.40
27/09/2019	371/971	Jurien Home Timber & Hardware	Jumbo toilet rolls	\$110.00
27/09/2019	371/971	Jurien Tyre & Auto	Fit new tyres to loader	\$4,910.30
27/09/2019	371/971	Lowman Engineering	Repair slasher axle	\$350.00
27/09/2019	371/971	Major Motors Pty Ltd	Gearbox repairs to Canover fire truck	\$1,933.69
27/09/2019	371/971	RBC Rural	Meterplan charge Sept 19	\$1,049.39
27/09/2019	371/971	REJ Sheppard	Amend conservation management plan	\$320.00
27/09/2019	371/971	Ricoh Finance	Copier lease 08/10-07/11/19	\$1,337.60
27/09/2019	371/971	Robert Walker	Maint. Contract Sept 19 Cadiz st	\$524.00
27/09/2019	371/971	Robert Walker	Maint. Contract Sept 19 Catalonia res	\$517.08
27/09/2019	371/971	Robert Walker	Maint. Contract Sept 19 Corunna rd	\$517.08
27/09/2019	371/971	Synergy	Various Electricity Usage	\$7,608.01
27/09/2019	371/971	WA Naturally Publications	Visitor centre merchandise	\$89.70
27/09/2019	371/971	Winc Australia Pty Limited	August Stationery Order	\$102.33
27/09/2019	371/971	Worldwide Printing Solutions	Camp fee envelopes	\$880.00
<b>Total</b>	<b>371/971</b>			<b>\$76,161.49</b>
<b>Grand Total</b>				<b>\$649,984.28</b>



# Monthly Statements

for the period ending 30 September 2019

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**SHIRE OF DANDARAGAN**  
**RATE SETTING STATEMENT by Department**  
**as at 30 September 2019**

	Note	Budget 2019/2020	Y-T-D Budget 2019/2020	Actual 2019/2020	Variance
		\$	\$	\$	
<b>OPERATING ACTIVITIES</b>					
<b>Net current assets at start of financial year - surplus/(deficit)</b>		1,751,184	1,751,184	1,688,698	
<b>Revenue from operating activities (excluding rates)</b>					
Governance		33,385	7,840	7,010	89%
General purpose funding		901,395	243,649	264,348	108%
Law, order & public safety		634,650	321,428	334,810	104%
Health		12,990	1,490	3,880	260%
Education & welfare		15,000	0	0	100%
Community amenities		1,375,310	973,490	955,314	98%
Recreation and culture		394,958	69,001	67,795	98%
Transport		258,407	224,227	211,949	95%
Economic services		237,316	52,078	45,059	87%
Other property and services		116,664	36,530	41,263	113%
		3,980,076	1,929,733	1,931,426	
<b>Expenditure from operating activities</b>					
Governance		(593,364)	(153,415)	(152,282)	99%
General purpose funding		(177,096)	(40,979)	(42,391)	103%
Law, order & public safety		(1,512,452)	(341,548)	(326,958)	96%
Health		(341,070)	(79,393)	(73,112)	92%
Education & welfare		(144,957)	(21,167)	(17,414)	82%
Community amenities		(2,283,262)	(487,953)	(470,320)	96%
Recreation and culture		(3,558,100)	(775,408)	(704,936)	91%
Transport		(5,389,129)	(1,367,129)	(1,493,219)	109%
Economic services		(741,242)	(142,604)	(135,590)	95%
Other property and services		(235,551)	(2,869)	(804)	28%
		(14,976,223)	(3,412,465)	(3,417,026)	
Non-cash amounts excluded from operating activities		5,767,721	1,289,441	1,208,227	
<b>Amount attributable to operating activities</b>		(3,477,242)	1,557,893	1,411,325	
<b>INVESTING ACTIVITIES</b>					
Non-operating grants, subsidies and contributions	11	2,108,778	440,144	527,911	
Proceeds from disposal of assets	3	48,100	0	5,000	
Purchase land and buildings	2	(1,029,569)	(257,392)	0	
Purchase furniture and equipment	2	(164,092)	(41,023)	0	
Purchase plant and equipment	2	(298,500)	(74,625)	(50,616)	
Purchase infrastructure assets - roads	2	(3,456,398)	(864,100)	0	
Purchase infrastructure assets - parks & reserves	2	(89,500)	(22,375)	0	
Purchase infrastructure assets - other	2	(510,700)	(127,675)	0	
Purchases - Works in Progress (Not Capitalised)	2	0	0	(235,724)	
<b>Amount attributable to investing activities</b>		(3,391,881)	(947,046)	246,571	
<b>FINANCING ACTIVITIES</b>					
Proceeds from new borrowings	4	479,053	0	0	
Repayment of borrowings	4	(119,620)	(56,957)	(60,249)	
Payment of self supporting loan to community group	4	0	0	0	
Self-supporting loan principal income	4	51,569	23,397	12,540	
Community group cash advance principal income	4	4,152	0	0	
Transfer to reserves	8	(384,477)	(339,477)	(12,949)	
Transfer from reserves	8	(520,107)	(372,000)	(0)	
<b>Amount attributable to financing activities</b>		(550,784)	1,036	60,658	
Budgeted deficiency before general rates		(6,318,338)	609,811	1,597,237	
Estimated amount to be raised from general rates	6	6,318,338	6,352,065	6,312,704	
Net current assets at end of financial year - surplus/(deficit)	5	(0)	6,961,876	7,909,941	

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

**SHIRE OF DANDARAGAN**  
**STATEMENT OF FINANCIAL POSITION**  
as at 30 September 2019

Description	Note	for the year	for the period
		ended 30	ending 30
		June 2019	September 2019
		\$	\$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	7	7,236,030	11,653,592
Trade receivables		741,671	2,297,891
Other financial assets at amortised cost		55,721	43,181
Other current assets		3,967	0
Inventories		31,727	14,393
<b>TOTAL CURRENT ASSETS</b>		<b>8,069,116</b>	<b>14,009,057</b>
<b>NON-CURRENT ASSETS</b>			
Other financial assets at amortised cost		187,984	187,984
Trade receivables		44,499	0
Land		2,940,000	2,940,000
Buildings and improvements		29,708,078	29,428,115
Furniture and equipment		795,149	795,149
Plant and equipment		3,963,032	4,005,636
Infrastructure		248,197,940	247,466,222
<b>TOTAL NON-CURRENT ASSETS</b>		<b>285,836,682</b>	<b>284,823,106</b>
<b>TOTAL ASSETS</b>		<b>293,905,798</b>	<b>298,832,163</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables		(495,032)	(213,321)
Borrowings		(119,620)	(59,370)
Employee related provisions		(594,129)	(507,440)
<b>TOTAL CURRENT LIABILITIES</b>		<b>(1,208,781)</b>	<b>(780,131)</b>
<b>NON-CURRENT LIABILITIES</b>			
Borrowings		(104,024)	(104,024)
Employee related provisions		(246,128)	(246,128)
Other provisions		0	0
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>(350,151)</b>	<b>(350,151)</b>
<b>TOTAL LIABILITIES</b>		<b>(1,558,932)</b>	<b>(1,130,282)</b>
<b>TOTAL NET ASSETS</b>		<b>292,346,866</b>	<b>297,701,881</b>
<b>EQUITY</b>			
Retained earnings		(199,357,712)	(204,699,778)
Reserves - cash backed	8	(5,830,457)	(5,843,406)
Revaluation surplus		(87,158,696)	(87,158,696)
<b>TOTAL EQUITY</b>		<b>292,346,866</b>	<b>297,701,880</b>

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

**SHIRE OF DANDARAGAN**  
**STATEMENT OF COMPREHENSIVE INCOME by Nature or Type**  
as at 30 September 2019

	Note	Budget 2019/2020	Y-T-D Budget 2019/2020	Actual 2019/2020
		\$	\$	\$
<b>Revenue</b>				
Rates	6	6,318,338	6,352,065	6,312,704
Operating grants and subsidies		1,176,833	397,269	434,494
Contributions, reimbursements & donations		204,430	30,560	23,598
Service Charges		0	0	0
Fees and charges		2,338,408	1,431,475	1,412,865
Interest earnings		128,000	41,500	29,990
Other revenue		131,317	28,929	30,479
		10,297,327	8,281,798	8,244,130
<b>Expenses</b>				
Employee costs		(4,293,649)	(919,202)	(857,980)
Materials and contracts		(3,326,211)	(626,605)	(748,260)
Utilities		(453,375)	(100,350)	(89,481)
Insurance		(398,975)	(270,087)	(262,505)
Other expenses		(718,992)	(198,589)	(206,089)
Depreciation		(5,747,244)	(1,289,268)	(1,247,406)
		(14,938,445)	(3,404,101)	(3,411,722)
		(4,641,118)	4,877,698	4,832,408
Borrowing Costs Expense	4	(16,214)	(8,191)	(2,293)
Grants & Subsidies (towards non-operating activities)		2,108,778	440,144	527,911
Fair Value adjustment through profit and loss		0	0	0
Profit / Loss on Disposal of Assets	3	(20,477)	(173)	(3,011)
<b>Net result</b>		(2,569,031)	5,309,477	5,355,015
<b>Other comprehensive income</b>				
Changes on revaluation of non-current assets		0	0	0
<b>Total other comprehensive income</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Total comprehensive income</b>		<b>(2,569,031)</b>	<b>5,309,477</b>	<b>5,355,015</b>

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

**SHIRE OF DANDARAGAN**  
**STATEMENT OF COMPREHENSIVE INCOME by Department**  
**as at 30 September 2019**

	Note	Budget 2019/2020	Y-T-D Budget 2019/2020	Actual 2019/2020
		\$	\$	\$
Governance		33,385	7,840	7,010
General purpose funding		7,219,733	6,595,714	6,577,051
Law, order & public safety		634,650	321,428	334,810
Health		12,990	1,490	3,880
Education & welfare		15,000	0	0
Community amenities		1,375,310	973,490	955,314
Recreation and culture		394,958	69,001	67,795
Transport		258,007	224,227	211,949
Economic services		237,316	52,078	45,059
Other property and services		115,977	36,530	41,263
		10,297,327	8,281,798	8,244,130
<b>Expenses excluding finance costs</b>				
Governance		(582,303)	(147,413)	(147,881)
General purpose funding		(177,096)	(40,979)	(42,391)
Law, order & public safety		(1,512,452)	(341,548)	(326,958)
Health		(341,070)	(79,393)	(73,112)
Education & welfare		(144,957)	(21,167)	(17,414)
Community amenities		(2,283,262)	(487,953)	(470,320)
Recreation and culture		(3,554,134)	(773,206)	(704,139)
Transport		(5,367,738)	(1,367,129)	(1,493,219)
Economic services		(741,242)	(142,604)	(135,590)
Other property and services		(234,191)	(2,708)	(698)
		(14,938,445)	(3,404,101)	(3,411,722)
		(4,641,118)	4,877,698	4,832,408
<b>Finance costs</b>				
Governance		(11,049)	(5,990)	(1,390)
Recreation and culture		(3,966)	(2,201)	(797)
Other property and services		(1,199)	0	(106)
		(16,214)	(8,191)	(2,293)
<b>Non- operating grants and subsidies</b>				
Recreation and culture		27,197	27,197	4,787
Transport		2,081,581	412,947	523,124
		2,108,778	440,144	527,911
<b>Profit / (loss) on asset disposal</b>				
Governance		(12)	(12)	(3,011)
Transport		(20,991)	0	0
Other property and services		526	(161)	0
		(20,477)	(173)	(3,011)
<b>Net result</b>		(2,569,031)	5,309,477	5,355,015
<b>Other comprehensive income</b>				
Changes on revaluation of non-current assets		0	0	0
<b>Total other comprehensive income</b>		0	0	0
<b>Total comprehensive income</b>		<b>(2,569,031)</b>	<b>5,309,477</b>	<b>5,355,015</b>

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

**SHIRE OF DANDARAGAN**  
**STATEMENT OF CHANGES IN EQUITY**  
as at 30 September 2019

Note	Retained Surplus	Reserves Cash Backed	Revaluation Surplus	Total Equity
	\$	\$	\$	\$
<b>Balance as at 30 June 2019</b>	199,357,712	5,830,457	87,158,696	292,346,866
Comprehensive Income				
Net result	5,355,015	0	0	5,355,015
Changes on revaluation of non-current assets	0	0	0	0
Total comprehensive income	5,355,015	0	0	5,355,015
Transfers from/(to) reserves	(12,949)	12,949	0	0
<b>Balance as at 30 September 2019</b>	<b>204,699,778</b>	<b>5,843,406</b>	<b>87,158,696</b>	<b>297,701,880</b>

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

### NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at as at 30 September 2019

2 DETAILED ACQUISITION

Description	FA#	LOCN	Schedule	Total	Land & Buildings	Plant & Equipment	Furniture & Equipment	Parks & Reserves	Roads	Other							
JBAdmin Emerg. lighting test circuit		50190	Governance	-	1,000	1,000											
JBAdmin external painting		50191	Governance	-	5,000	5,000											
Folding Machine		80004	Governance	-	6,500		6,500										
Switches / Antennas and Access Points		80005	Governance	-	49,592		49,592										
Replace PTZ city camera		80006	Governance	-	8,000		8,000										
Pool Vehicle		80010	Governance	22,590.59	25,000												
Dandaragan Water Plant Fast Fill		30056	Law Order & Public Safety	-	11,300					11,300							
Dandaragan House (GRDH)		50196	Education & Welfare	-	479,953	479,953											
CevTransStat. install Pk door to transfer sheet		50192	Community Amenities	-	4,500												
CevTransStat. roller doors/safe warning monitors		50193	Community Amenities	-	27,000												
DandCRC. Carpark Drainage/kerb/trip hazard		50158	Community Amenities	3,348.90	3,380	3,349	3,380										
Corona toilet Renovations		50162	Community Amenities	-	11,000												
FRC painting exterior elements		50164	Community Amenities	5,700.00	5,270	5,700	5,270										
FRC replace rusted roof gutters		50171	Community Amenities	-	2,980		2,980										
FRC abrade sails		50175	Community Amenities	-	6,500		6,500										
FRC Emerg. lighting test circuit		50182	Community Amenities	-	1,000		1,000										
DandCRC Emerg. lighting test circuit		50187	Community Amenities	-	1,000		1,000										
FRC repair/paint internal walls		50190	Community Amenities	-	7,000		7,000										
Dand. cemetery wing walls		30054	Community Amenities	-	4,000					4,000							
JSRC replace s/w drains		50176	Recreation & Culture	-	15,200		15,200										
CCC key revision		50178	Recreation & Culture	-	8,625		8,625										
Civic Ctr. alterations to VC desk		50188	Recreation & Culture	1,320.00	5,890	1,320	5,890										
BCC Renof		50193	Recreation & Culture	-	100,000												
BCC Paved Area		50194	Recreation & Culture	-	20,140		20,140										
FRC saddle		50195	Recreation & Culture	-	12,000		12,000										
CCC Renofest Project		50129	Recreation & Culture	- 2,435.10	200,000	- 2,435	200,000										
JSRC veranda roof structural repairs		50177	Recreation & Culture	-	12,000		12,000										
Civic Ctr. Emerg. lighting test circuit		50181	Recreation & Culture	-	1,000		1,000										
JSRC Emerg. lighting test circuit		50183	Recreation & Culture	-	1,000		1,000										
CCC Emerg. lighting test circuit		50184	Recreation & Culture	-	1,000		1,000										
BCC Emerg. lighting test circuit		50185	Recreation & Culture	-	1,000		1,000										
CCC Emerg. lighting test circuit		50186	Recreation & Culture	-	2,000		2,000										
Civic Ctr. stand-by fire pump shed		50189	Recreation & Culture	-	3,200		3,200										
Dobbin Park Deck Jetty Entry		30058	Recreation & Culture	-	40,000					40,000							
Marina beach access ramp		30067	Recreation & Culture	22,743.47	31,000			22,743	31,000								
Fauntleroy Park-Power Board		30091	Recreation & Culture	-	6,000				6,000								
Dibber Park-Replace Tank		30092	Recreation & Culture	-	18,000				18,000								
Playground Equipment		30003	Recreation & Culture	-	100,000		100,000										
Danden Toilet - multi use		60012	Recreation & Culture	-	5,000	5,000											
DN Pioneer Park fence		30057	Recreation & Culture	-	15,000					15,000							
Cervantes TV-Replace tower and antenna		30060	Recreation & Culture	-	90,000					90,000							
Tree Box Solution		30046	Transport	-	30,000					30,000							
Beachridge Swales		30041	Transport	-	30,000					30,000							
Accessibility Improvements		30055	Transport	-	14,000					14,000							
Dandaragan Depot-Front Fence	50159	30059	Transport	1,420.00	10,000					1,420							
Jurien Irrigation Project		30093	Transport	29,351.67	32,500			29,352	32,500								
JB depot security gates to workshops		50161	Transport	8,172.62	14,400	8,173	14,400										
JB Depot extend JB open front depot shed		50179	Transport	-	47,631		47,631										
Cowalla Road		MGR019	Transport	522.98					523								
Mazza Road			Transport	5,784.82					5,785								
Collins Road - Gravel ResheetSLK26.6-30.6		MGR019	Transport	72,385.69	111,907				72,386	111,907							
Mckays Road - Gravel ResheetSLK5.32-9.32		MGR040	Transport	-	121,681					121,681							
Dewar Road - Gravel ResheetSLK10.22-14.22		MGR042	Transport	47,488.68	125,926			47,489	125,926								
Cooljarloo Road-Gravel ReplenishmentSLK10-11.6		MGR048	Transport	-	26,521					26,521							
Koolbee Road - Gravel ResheetSLK5.79-6.73		MGR120	Transport	-	115,163					115,163							
East Weston Road-Gravel ReplenishmentSLK0-8.8		MGR229	Transport	-	26,521					26,521							
Sandy Cape - ReconstructionSLK6.03-6.9		MRR127	Transport	-	144,784					144,784							
NorthWest Road - ReconstructionSLK26.08-27.78		RCR005	Transport	2,400.00	247,200				2,400	247,200							
Yerramullan Road - Gravel ResheetSLK14.3-18.3		RCR022	Transport	-	241,162					241,162							
Dandaragan Road - ReconstructionSLK07.28-07		RRG002	Transport	15,600.00	375,907			15,600	375,907								
Jurien East Road - ReconstructionSLK12-14.5		RRG656	Transport	1,282.18	510,000			1,282	510,000								
Capitola Road - Gravel ResheetSLK6.82-9.23		RTR046	Transport	-	100,190					100,190							
Centabilling Road - Gravel ResheetSLK22.1-26.1		RTR047	Transport	-	142,301					142,301							
Cockshill Gully - Gravel ResheetSLK13.8-15.9		RTR051	Transport	-	168,599					168,599							
Dandaragan Road-ReconstructionSLK48-48.5		SBS002	Transport	-	144,000					144,000							
Jurien East Road-ReconstructionSLK23.5-23.99		SBS056	Transport	-	257,506					257,506							
Jurien East Road-ReconstructionSLK15.3-15.7		SBS056A	Transport	-	250,000					250,000							
Rowen Road-SealingSLK27.38-30.76		RRG007	Transport	-	128,220					128,220							
Jurien East Road-SealingSLK11-12		RRG056A	Transport	-	45,800					45,800							
Whitefield Road-ReconstructionSLK02-0.31		RTR068	Transport	-	153,000					153,000							
Iberia Street-SealingSLK0.17-0.33		RTR115	Transport	-	81,600					81,600							
Turquoise Way		110041	Transport	20,658.18	60,000					20,658							
Dandaragan Footpath		110055	Transport	-	38,400					38,400							
JB Footpaths		110056	Transport	-	170,000					170,000							
6 Wheel Tipper - conversion		80004	Transport	-	40,000		40,000										
Dolly		80003	Transport	28,025.00	35,000		35,000										
Smooth Drum		80006	Transport	-	150,000		150,000										
7000l Water Tank and Pump Unit		80008	Transport	-	11,000		11,000										
6 Tonne Workshop Hoist		80011	Other Property & Services	-	10,500		10,500										
Honda 4 wheel Motorbike		80007	Other Property & Services	-	11,000		11,000										
Shower Deck - replacement		80009	Other Property & Services	-	6,000		6,000										
Post hole Borer - tractor mount		80005	Other Property & Services	-	5,000		5,000										
<b>Total</b>				<b>286,340</b>	<b>5,548,759</b>	<b>16,106</b>	<b>1,029,569</b>	<b>50,616</b>	<b>298,500</b>	<b>0</b>	<b>164,092</b>	<b>52,095</b>	<b>89,500</b>	<b>145,444</b>	<b>3,456,398</b>	<b>22,078</b>	<b>510,700</b>

CAPITALISED 50,616  
WIP 235,724  
TOTAL 286,340

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 30 September 2019

**3 ASSET DISPOSAL AND CHANGEOVER**

Description	Proceeds from Sale		Cost of Replacement		Net Cost for Change Over		Written Down Value		Profit/(Loss) on Disposal	
	2019/2020 Actual	2019/2020 Budget	2019/2020 Actual	2019/2020 Budget	2019/2020 Actual	2019/2020 Budget	2019/2020 Actual	2019/2020 Budget	2019/2020 Actual	2019/2020 Budget
PTT008 - Dolley Trailer 6RO 298	\$ 0	\$ 2,500	0	35,000	\$ 0	\$ 32,500	0	\$ 2,100	0	\$ 400
PCR010 - 2012 Bomag Smooth Drum Roller - DN039	0	35,000	0	150,000	0	115,000	0	56,391	0	(21,391)
PTC019 - Honda TRX420TM Motor Bike	0	2,500	0	11,000	0	8,500	0	1,913	0	587
PSP022 - Slasher Howard	0	100	0	6,000	0	5,900	0	0	0	100
PLV223 - Holden Caprice Sedan	5,000	7,000	22,591	25,000	17,591	18,000	8,011	7,012	(3,011)	(12)
Hoist	0	1,000	0	10,500	0	9,500	0	1,161	0	(161)
	<b>5,000</b>	<b>48,100</b>	<b>22,591</b>	<b>237,500</b>	<b>17,591</b>	<b>189,400</b>	<b>8,011</b>	<b>68,577</b>	<b>(3,011)</b>	<b>(20,477)</b>

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 30 September 2019

**4 INFORMATION ON BORROWINGS**

**(a) Borrowing repayments**

Movement in borrowings and interest between the beginning and the end of the current financial year.

	Outstanding	New loans		Interest repayments		Principal repayments		Outstanding
	1 July 2019	2019/2020 Actual	2019/2020 Budget	2019/2020 Actual	2019/2020 Budget	2019/2020 Actual	2019/2020 Budget	for the year ending 30 June
<b>Governance</b>								
<b>Loan 127</b>	215,856	0	0	5,990	11,049	33,560	68,051	136,756
Education and welfare								
<b>Loan 134</b>	479,053	0	0		0		0	479,053
	694,909	0	0	5,990	11,049	33,560	68,051	615,809
Self Supporting Loans								
<b>Recreation and culture</b>								
<b>Loan 114</b>	9,247	0	0	333	333	9,247	9,247	(333)
<b>Loan 130</b>	70,537	0	0	1,742	3,212	11,051	22,375	44,950
<b>Loan 131</b>	9,423	0	0	126	211	3,099	6,240	2,972
<b>Loan 132</b>	10,685	0	0		211		7,081	3,393
<b>Loan 133</b>	50,000	0	0	620	1,199	3,292	6,626	42,175
	149,892	0	0	2,821	5,165	26,690	51,569	93,158
	<b>844,801</b>	<b>0</b>	<b>0</b>	<b>8,811</b>	<b>16,214</b>	<b>60,249</b>	<b>119,620</b>	<b>708,967</b>
Cash Advance Repayment								
<b>Recreation and culture</b>								
<b>Cervantes Bowling Club</b>	6,228	0	0	0	0		4,152	2,076
	<b>6,228</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>4,152</b>	<b>2,076</b>

All borrowing repayments, other than self supporting loans, will be financed by general purpose revenue.  
The self supporting loan(s) repayment will be fully reimbursed.  
The self supporting loan(s) repayment will be fully reimbursed.



**NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 30 September 2019**

**5. NET CURRENT ASSETS**

	Note	2019	2020
		\$	\$
<b>Composition of estimated net current assets</b>			
<b>Current assets</b>			
Cash - unrestricted		1,405,572	5,810,186
Cash - restricted reserves	8	5,830,457	5,843,406
Receivables		802,151	2,341,865
Inventories		31,727	14,393
		<u>8,069,908</u>	<u>14,009,849</u>
<b>Less: current liabilities</b>			
Trade, other payables and provisions		(1,089,161)	(720,761)
Long term borrowings		(119,620)	(59,370)
		<u>(1,208,781)</u>	<u>(780,131)</u>
<b>Unadjusted net current assets</b>		6,861,127	13,229,718
<b>Adjustments</b>			
Less: Cash - restricted reserves	8	(5,830,457)	(5,843,406)
Less: Loans receivable - clubs/institutions		(55,721)	(43,181)
Add: Provisions		594,129	507,440
Add: Current portion of borrowings		119,620	59,370
<b>Adjusted net current assets - surplus/(deficit)</b>		<u>1,688,698</u>	<u>7,909,941</u>

**Reason for Adjustments**

The differences between the net current assets at the end of each financial year in the rate setting statement and net current assets detailed above arise from amounts which have been excluded when calculating the budget deficiency in accordance with Local Government (Financial Management) Regulation 32 as movements for these items have been funded within the budget estimates. These differences are disclosed as adjustments above.

**Operating activities excluded from budgeted deficiency**

The following non-cash revenue or expenditure has been excluded from operating activities within the Rate Setting Statement.

(Profit) on asset disposals	(397,267)	0
Loss on asset disposals	107,433	3,011
Movement in employee provisions	78,645	(86,689)
Movement in deferred rates	(10,864)	44,499
Depreciation on assets	5,757,993	1,247,406
<b>Non cash amounts excluded from operating activities</b>	<u>5,535,940</u>	<u>1,208,227</u>

**Reason for Adjustments**

The differences between the net current assets at the end of each financial year in the rate setting statement and net current assets detailed above arise from amounts which have been excluded when calculating the budget deficiency in accordance with Local Government (Financial Management) Regulation 32 as movements for these items have been funded within the budget estimates. These differences are disclosed as adjustments above.

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 30 September 2019

6 RATES AND SERVICE CHARGES

(a) Rating Information

RATE TYPE	Rate in	Number of properties	Rateable value	rate revenue	2019/2020 Budgeted		total revenue	rate revenue	2019/2020 Actual		total revenue
					interim rates	back rates			interim rates	back rates	
	\$		\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>General rate</b>											
<b>Gross rental valuations</b>											
GRV - General	8.0156	1,866	31,617,964	2,884,162	0	0	2,884,162	2,884,644			2,884,644
<b>Unimproved valuations</b>											
UV - General	0.7115	590	405,363,396	2,534,371	0	0	2,534,371	2,534,371			2,534,371
<b>Sub-Totals</b>		2,456	436,981,360	5,418,533	0	0	<b>5,418,533</b>	<b>5,419,015</b>			<b>5,419,015</b>
<b>Minimum payment</b>											
<b>Minimum</b>											
\$											
<b>Gross rental valuations</b>											
GRV - General	947	988	5,359,637	935,636	0	0	935,636	935,636			935,636
GRV - Lesser (Dandaragan & Badgingarra)	715	29	116,382	20,735	0	0	20,735	20,735			20,735
<b>Unimproved valuations</b>											
UV - Mining	894	79	1,439,872	70,626	0	0	70,626	68,838			68,838
UV - Lesser	715	149	11,501,900	106,535	0	0	106,535	106,535			106,535
<b>Sub-Totals</b>		1,245	18,417,791	1,133,532	0	0	<b>1,133,532</b>	<b>1,131,744</b>			<b>1,131,744</b>
		3,701	455,399,151	6,552,065	0	0	<b>6,552,065</b>	<b>6,550,759</b>			<b>6,550,759</b>
Discount							(235,000)				(238,055)
<b>Total amount raised from general rates</b>							<b>6,317,065</b>				<b>6,312,704</b>
Ex Gratia Rates							1,273				0
<b>Total rates</b>							<b>6,318,338</b>				<b>6,312,704</b>

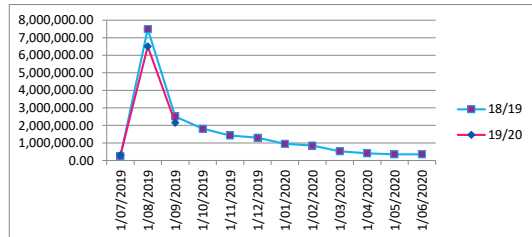
NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 30 September 2019

**7 CASH, INVESTMENTS & RECEIVABLES**

	Note	2019 \$	2020 \$
<b>Cash And Cash Equivalents</b>			
Unrestricted		1,653,919	5,810,186
Restricted	8	5,821,414	5,843,406
		<u>7,475,333</u>	<u>11,653,591</u>
<b>Receivables</b>			
Rates outstanding		346,092	2,148,040
Sundry debtors		152,623	120,914
GST receivable		(0)	(0)
		<u>498,715</u>	<u>2,268,954</u>

**Rates Outstanding**

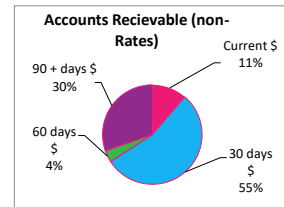
	YTD	30-Jun-19
Opening Arrears Previous Years	274,006	268,678
Levied this Year	7,760,989	7,603,240
Less Collections to date	- 5,886,955	- 7,597,912
Equals Current Outstanding	2,148,040	274,006
<b>Net Rates Collectable</b>	2,148,040	274,006
% Collected	73.27	96.52



**Sundry Debtors**

	Current \$	30 days \$	60 days \$	90 + days \$
Receivables General	29,213.02	26,316.50	12,838.55	78,223.23
<b>Total Receivables General Outstanding</b>				<u>120,914.20</u>

Amounts shown above include GST (where applicable)



NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 30 September 2019

**8 CASH BACKED RESERVES**

**(a) Cash Backed Reserves - Movement**

	Opening Balance	Budget Transfer to	Transfer (from)	In Use Adjustment	Closing Balance
	\$	\$	\$		\$
Plant Reserve	251,356	553			251,909
Building Renewal Reserve	972,206	2,315			974,521
Rubbish Reserve	475,777	1,022			476,798
Community Centre Reserve	377,220	570			377,790
Television Services Reserve	96,565	207			96,773
Information Technology Reserve Reserve	56,339	121			56,460
Caravan Park Reserve	391,478	841			392,318
Land Development Reserve	69,821	150			69,971
Parking Requirements (Lot 1154 Sandpiper Street) Reserve	11,270	24			11,294
Parks and Recreation Grounds Development (Seagate) Reserve	371,813	798			372,612
Sport and Recreation Reserve	326,824	702			327,526
Landscaping Reserve	2,615	6			2,621
Aerodrome Reserve	120,886	260			121,146
Public Open Space Renewal Reserve	460,099	988			461,087
Infrastructure Renewal Reserve	802,327	1,721			804,049
Public Open Space Construction Reserve	111,561	240			111,800
Infrastructure Construction Reserve	0				0
Building Construction Reserve	114,808	246			115,054
Leave Reserve	257,105	552			257,658
Economic Development Initiatives Reserve	506,771	1,088			507,859
Turquoise Way Path Reserve	51,150	110			51,260
Cash in lieu of landscaping – Lot 1146 Sandpiper Street Reserve	2,465	5			2,470
Cash in lieu of Public Open Space – Lot 9000 Valencia Road Reserve	0	430			430
	<b>5,830,457</b>	<b>12,948</b>	<b>0</b>	<b>0</b>	<b>5,843,406</b>

**NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 30 September 2019**

**9 TRUST FUNDS**

Funds held at balance date over which the local government has no control and which are not included in the financial statements are as follows:

**Trust Fund**

**Detail**

Cash In Lieu POS - L9000 Valencia

	<b>Balance</b>	<b>Movements</b>		<b>Balance as at 30 September 2019</b>
	<b>30-Jun-19</b>	<b>Inwards</b>	<b>Outwards</b>	
	\$	\$		\$
	200,277			200,277
	<b>200,277</b>	<b>0</b>	<b>0</b>	<b>200,277</b>

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 30 September 2019

10 BUDGET AMMENDMENTS

Description	Council Resolution	Schedule	Classification	Non-Cash Adjustment	Increase in cash available	Decrease in cash available	Amended Budget Running Balance
Budget Adoption						Opening Surplus	62,486
Permanent Changes							
					0	0	0
					0	0	0

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 30 September 2019

11 GRANTS & CONTRIBUTIONS

Program / Details	Grant Provider	In Advance payments	Budget 2019/20	2019 / 20 Budget Amendments \$	Received \$	Recoup Status Expenditure \$	Not Received
<b>Operating</b>							
<b>Rate Revenue</b>							
<b>Other General Purpose Income</b>							
Grants Commission - General	WALGGS		354,033		83,900		270132.75
Grants Commission - Roads	WALGGS		391,562		138,224		253338.25
<b>Fire Prevention</b>							
Bushfire risk management Planning Program Yr2	DFES	172,931	171,213				-1718.00
Bushfire risk management Planning Program Yr1	DFES		28,382				-28381.90
ESL Operating Grant	FESA		46,844				46843.70
<b>Other Welfare</b>							
Spray the Grey Grant Estimate	Healthway		15,000				15000.00
<b>Streets Roads Bridges Depots Maint</b>							
MRWA Direct Grant	MRWA		210,870		210,870		0.00
Street Light Subsidy			3,300				3300.00
<b>Airfields</b>							
Jurien Bay Airport Masterplan			12,393				12393.00
<b>Tourism</b>							
DET Apprenticeship Grant - Atherton				1,500	1,500		
		172,931	1,176,833	1,500	434,494		570,908
<b>Non-Operating</b>							
<b>Swimming Areas and Beaches</b>							
Beach Numbering Project	DLGSC						0.00
<b>Other Recreation and Sport</b>							
Faunteroy Park- Solar Lights	Safer Communities		4,787		4,787		0.00
Coastal Nodes Project	Shire of Irwin						0.00
<b>Heritage</b>							
LotteryWest N/Head heritage grant			22,410				22410.00
<b>Streets Roads Bridges Depots Maint</b>							
Regional Road Group RRG	RRG		607,782		259,584	16,882	348198.00
Commodity Route Funding	SCR		412,600		165,040		247560.00
SBS Grant	SBS		424,586			-	424586.00
DoT Dual Use Path	DoT		82,500			20,658	82500.00
WALGGC - Special Projects	WALGGS			694,000	98,500		595500.00
RTR Grant	RTR		554,113				554113.00
			2,108,778	694,000	527,911	37,540	2274867.00
		172,931	3,285,611	695,500	962,405	37,540	2,845,774.80

NOTES TO AND FORMING PART OF THE MONTHLY STATEMENTS  
as at 30 September 2019

12 VARIANCES

Reporting Program	Var \$	Var %	Var	Timing / Permanent	Explanation of Variance
<b>Operating Revenue</b>					
Governance	(830)	89%	▼		
General Purpose Funding	20,699	108%	▲		
Law, Order & Public Safety	13,383	104%	▲		
Health	2,390	260%	▲		
Education and Welfare	0	100%	▲		
Community Ammenities	(18,177)	98%	▼		
Recreation and Culture	(1,206)	98%	▼		
Transport	(12,278)	95%	▼		
Economic Services	(7,020)	87%	▼		
Other Property and Services	4,733	113%	▲		
<b>Operating Expenses</b>					
Governance	1,133	99%	▲		
General Purpose Funding	(1,411)	103%	▼		
Law, Order & Public Safety	14,590	96%	▲		
Health	6,281	92%	▲		
Education and Welfare	3,753	82%	▲		
Community Ammenities	17,633	96%	▲		
Recreation and Culture	70,472	91%	▲		
Transport	(126,090)	109%	▼		
Economic Services	7,014	95%	▲		
Other Property and Services	2,066	28%	▲		



## DRAFT – Governance and Administration

### C-1RM014 - Risk Management

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*Previous Policy Number - Nil*

#### **PART A - Policy**

##### **Objective:**

The Shire of Dandaragan's ("the Shire") Risk Management Policy documents the commitment and objectives regarding managing uncertainty that may impact the Shire's strategies, goals or objectives.

##### **Policy Statement:**

It is the Shire's Policy to achieve best practice (aligned with AS/NZS ISO 31000:2009 Risk management), in the management of all risks that may affect the Shire, its customers, people, assets, functions, objectives, operations or members of the public.

Risk Management will form part of the Strategic, Operational, Project and Line Management responsibilities and where possible, be incorporated within the Shire's Integrated Planning Framework.

The Shire's Management Team will determine and communicate the Risk Management Policy, Objectives and Procedures, as well as direct and monitor implementation, practice and performance.

Every employee, Councillor, volunteer and contractor within the Shire is recognised as having a role in risk management, from the identification of risks, to implementing risk treatments and shall be invited and encouraged to participate in the process.

Consultants may be retained at times to advise and assist in the risk management process or management of specific risks or categories of risk.

## **PART B - Management Procedures**

### **Definitions:**

Risk: Effect of uncertainty on objectives.

Note 1: An effect is a deviation from the expected – positive or negative.

Note 2: Objectives can have different aspects (such as financial, health and safety and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product or process).

Risk Management: Coordinated activities to direct and control an organisation with regard to risk.

Risk Management Process: Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

### **Detail**

#### **Risk Management Objectives**

- Optimise the achievement of our vision, mission, strategies, goals and objectives.
- Provide transparent and formal oversight of the risk and control environment to enable effective decision making.
- Enhance risk versus return within our risk appetite.
- Embed appropriate and effective controls to mitigate risk.
- Achieve effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.
- Enhance organisational resilience.
- Identify and provide for the continuity of critical operations

#### **Risk Appetite**

The Shire defined its risk appetite through the development and endorsement of the Shire's Risk Assessment and Acceptance Criteria. The criteria are included within the Risk Management Procedures and are subject to ongoing review in conjunction with this policy.

All organisational risks to be reported at a corporate level are to be assessed according to the Shire's Risk Assessment and Acceptance Criteria to allow consistency and informed decision making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised, however these cannot exceed the organisation's appetite and are to be noted within the individual risk assessment and approved by a member of the Management Team.

#### **Roles, Responsibilities & Accountabilities**

The CEO is responsible for the allocation of roles, responsibilities and accountabilities. These are documented in the Risk Management Procedures.

### **Monitor & Review**

The Shire will implement and integrate a monitor and review process to report on the achievement of the Risk Management Objectives, the management of individual risks and the ongoing identification of issues and trends.

This policy will be kept under review by the Shire's Executive Management Team. It will be formally reviewed by Council in line with other policies within the Council Policy Manual.

## **Risk Management Procedures**

### **Governance**

Appropriate governance of risk management within the Shire of Dandaragan (the "Shire") provides:

- Transparency of decision making.
- Clear identification of the roles and responsibilities of the risk management functions.
- An effective Governance Structure to support the risk framework.

### **Framework Review**

The Risk Management Framework is to be reviewed for appropriateness and effectiveness in line with regular policy manual reviews.

### **Operating Model**

The Shire has adopted a "Three Lines of Defence" model for the management of risk. This model ensures roles, responsibilities and accountabilities for decision making are structured to demonstrate effective governance and assurance. By operating within the approved risk appetite and framework, the Council, Management and Community will have assurance that risks are managed effectively to support the delivery of the Strategic, Corporate & Operational Plans.

### **First Line of Defence**

All operational areas of the Shire are considered '1<sup>st</sup> Line'. They are responsible for ensuring that risks within their scope of operations are identified, assessed, managed, monitored and reported. Ultimately, they bear ownership and responsibility for losses or opportunities from the realisation of risk. Associated responsibilities include;

- Establishing and implementing appropriate processes and controls for the management of risk (in line with these procedures).
- Undertaking adequate analysis (data capture) to support the decision-making process of risk.
- Prepare risk acceptance proposals where necessary, based on level of residual risk.
- Retain primary accountability for the ongoing management of their risk and control environment.

### **Second Line of Defence**

A Senior Finance Officer or other staff member as appointed by the CEO acts as the primary '2<sup>nd</sup> Line'. This position manages the framework for risk management, drafts and implements

governance procedures and provides the necessary tools and training to support the 1st line process. The Executive Management Team, in their capacity as Risk Committee, supplement the second line of defence.

Maintaining oversight on the application of the framework provides a transparent view and level of assurance to the 1<sup>st</sup> & 3<sup>rd</sup> lines on the risk and control environment. Support can be provided by additional oversight functions completed by other 1<sup>st</sup> Line Teams (where applicable). Additional responsibilities include:

- Providing independent oversight of risk matters as required.
- Monitoring and reporting on emerging risks.
- Co-ordinating the Shire's risk reporting for the CEO & Executive Management Team and the Audit Committee.

### **Third Line of Defence**

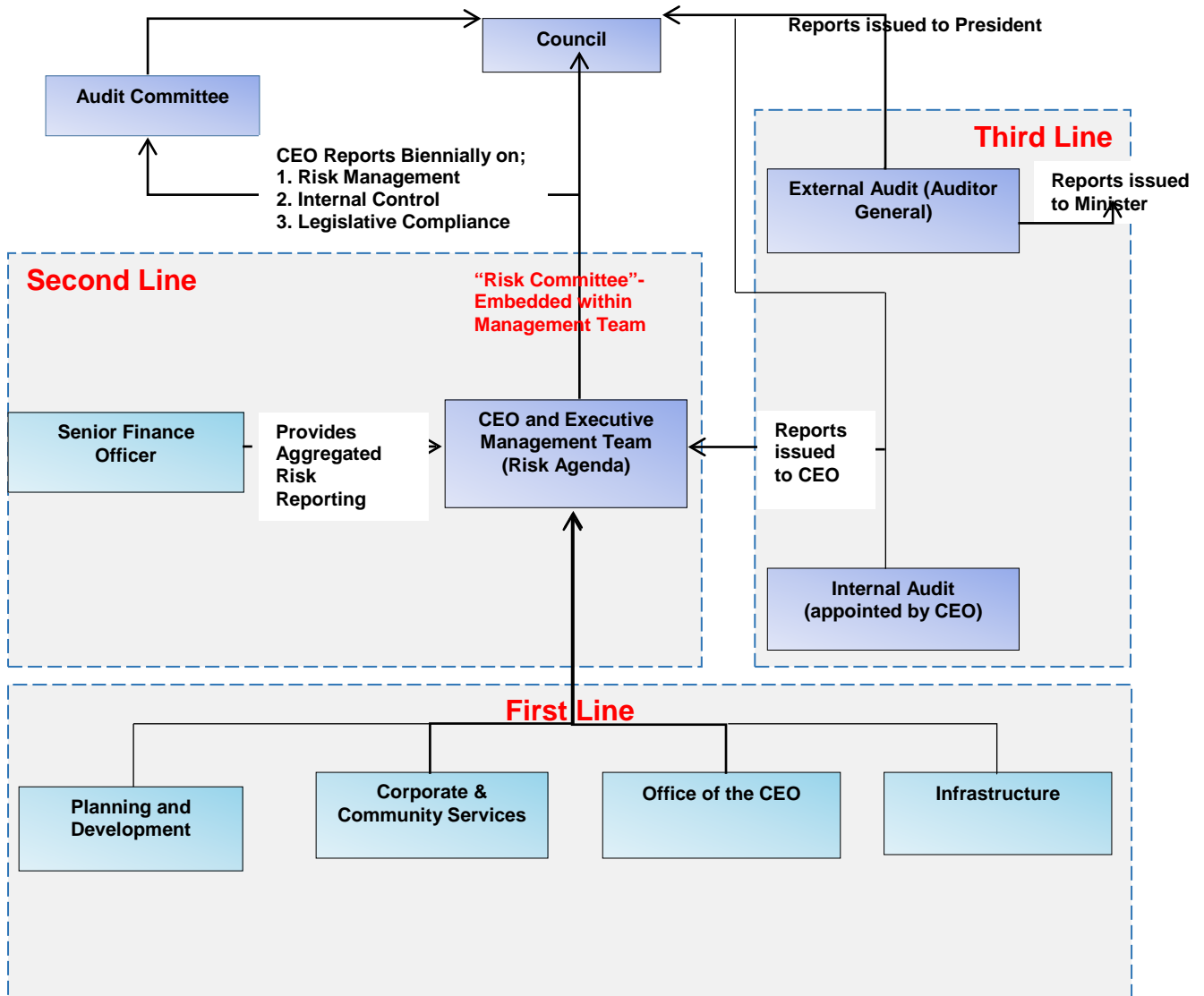
Internal & External Audit are the third line of defence, providing assurance to the Council and the Audit Committee on the effectiveness of business operations and oversight frameworks (1<sup>st</sup> & 2<sup>nd</sup> Line).

Internal Audit – Appointed by the CEO to report on the adequacy and effectiveness of internal control processes and procedures. The scope of which would be determined by the CEO and may seek input from the Audit Committee.

External Audit – Carried out by the independent Auditor General to report independently to the President and CEO on the annual financial statements only.

## Governance Structure

The following diagram depicts the current operating structure for risk management within the Shire.



## **Roles & Responsibilities**

### CEO / Council

- Review and approve the Shire's Risk Management Policy and Risk Assessment & Acceptance Criteria.
- Review and receive reports from Auditor General's Office.
- Establish and maintain an Audit Committee in terms of the Local Government Act.

### Audit Committee

- Support Council to provide effective corporate governance.
- Oversight of all matters that relate to the conduct of External Audits.
- Must be independent, objective and autonomous in deliberations.
- Make recommendations to Council on External Auditor appointments.

### CEO / Management Team

- Appoint Internal Auditors as required under Local Government (Audit) regulations.
- Liaise with Council in relation to risk acceptance requirements.
- Review the appropriateness and effectiveness of the Risk Management Framework.
- Drive consistent embedding of a risk management culture.
- Analyse and discuss emerging risks, issues and trends.
- Document decisions and actions arising from risk matters.
- Own and manage the Risk Profiles at Shire Level.

### Senior Finance Officer

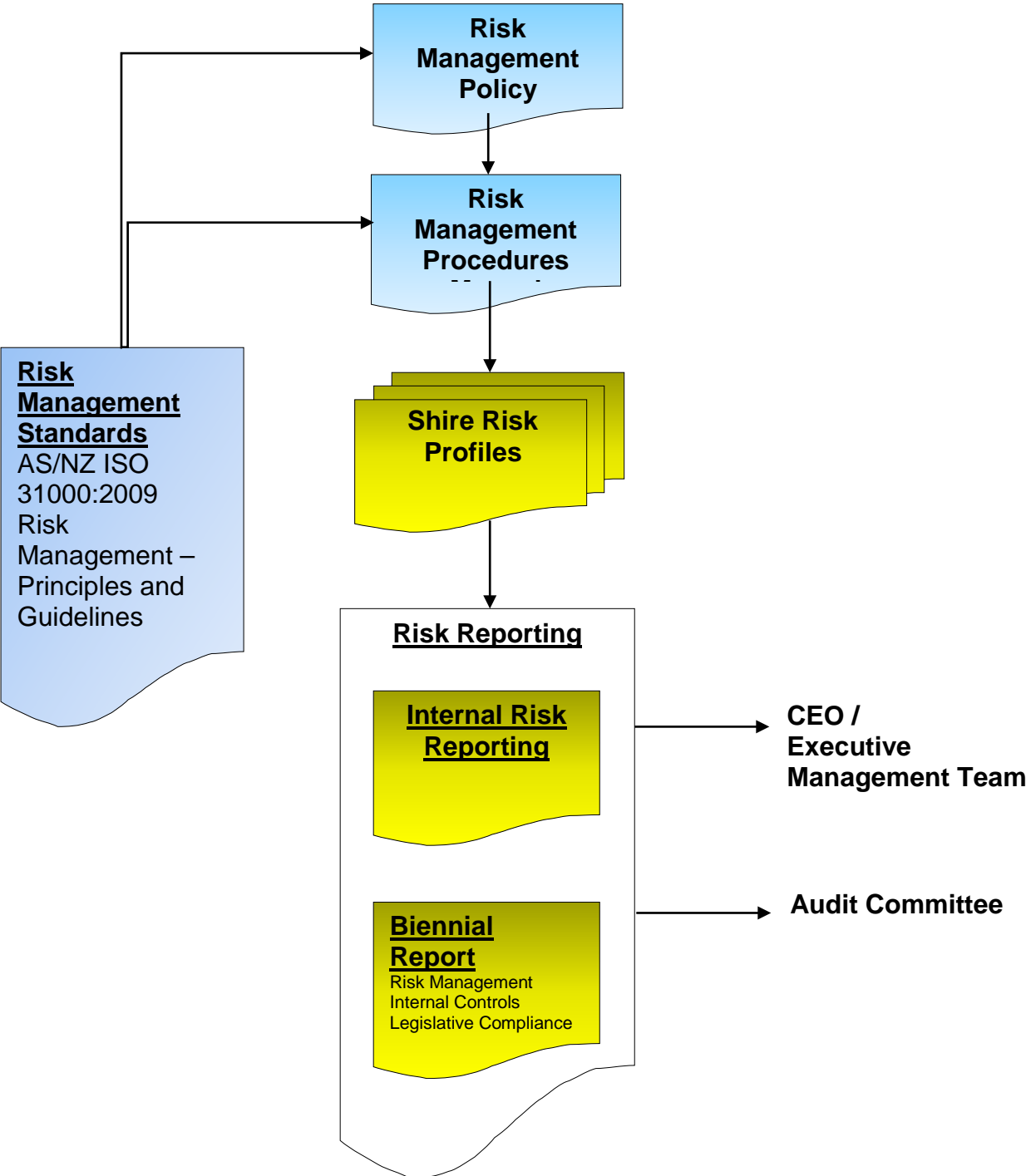
- Oversee and facilitate the Risk Management Framework.
- Support reporting requirements for Risk matters.

### Work Areas

- Drive risk management culture within work areas.
- Own, manage and report on specific risk issues as required.
- Assist in the Risk & Control Management process as required.
- Highlight any emerging risks or issues accordingly.
- Incorporate 'Risk Management' into Management Meetings, by incorporating the following agenda items;
  - New or emerging risks.
  - Review existing risks.
  - Control adequacy.
  - Outstanding issues and actions.

**Document Structure (Framework)**

The following diagram depicts the relationship between the Risk Management Policy, Procedures and supporting documentation and reports.



## **Risk & Control Management**

All Work Areas of the Shire are required to assess and manage the Risk Profiles on an ongoing basis.

Each Manager, with support from the Senior Finance Officer, is accountable for ensuring that Risk Profiles are:

- Reflective of the material risk landscape of the Shire.
- Reviewed on at least a six monthly basis, unless there has been a material restructure or change in the risk and control environment.
- Maintained in the standard format.

This process is supported by the use of data inputs, workshops and ongoing business engagement.

### **Risk & Control Assessment**

To ensure alignment with AS/NZ ISO 31000:2009 Risk Management, the following approach is to be adopted from a Risk & Control Assessment perspective:

#### **Establishing the Context**

The first step in the risk management process is to understand the context within which the risks are to be assessed and what is being assessed, this forms two elements:

##### **Organisational Context**

The Shire's Risk Management Procedures provide the basic information and guidance regarding the organisational context to conduct a risk assessment; this includes Risk Assessment and Acceptance Criteria (Appendix A) and any other tolerance tables as developed. In addition, existing Risk Themes are to be utilised (Appendix C) where possible to assist in the categorisation of related risks.

Any changes or additions to the Risk Themes must be approved by the CEO.

All risk assessments are to utilise these documents to allow consistent and comparable risk information to be developed and considered within planning and decision making processes.

##### **Specific Risk Assessment Context**

To direct the identification of risks, the specific risk assessment context is to be determined prior to and used within the risk assessment process.

For risk assessment purposes the Shire has been divided into three levels of risk assessment context:

#### **1. Strategic Context**

This constitutes the Shire's external environment and high-level direction. Inputs to establishing the strategic risk assessment environment may include;

- Organisation's Vision / Mission
- Stakeholder Analysis
- Environment Scan / SWOT Analysis



- Existing Strategies / Objectives / Goals

## 2. Operational Context

The Shire's day to day activities, functions, infrastructure and services. Prior to identifying operational risks, the operational area should identify its Key Activities i.e. what is trying to be achieved. Note: these may already be documented in business plans, budgets etc.

## 3. Project Context

Project Risk has two main components:

- **Direct** refers to the risks that may arise as a result of project activity (i.e. impacting on current or future process, resources or IT systems) which may prevent the Shire from meeting its objectives
- **Indirect** refers to the risks which threaten the delivery of project outcomes.

In addition to understanding what is to be assessed, it is also important to understand who are the key stakeholders or areas of expertise that may need to be included within the risk assessment. The Shire's project management templates provide the appropriate resource to record the risk analysis process for the project context.

### Risk Identification

Using the specific risk assessment context as the foundation, and in conjunction with relevant stakeholders, answer the following questions, capture and review the information within each Risk Profile.

- What can go wrong? / What are areas of uncertainty? (Risk Description)
- How could this risk eventuate? (Potential Causes)
- What are the current measurable activities that mitigate this risk from eventuating? (Controls)
- What are the potential consequential outcomes of the risk eventuating? (Consequences)

### Risk Analysis

To analyse the risks, the Shire's Risk Assessment and Acceptance Criteria (Appendix A) is applied:

- Based on the documented controls, analyse the risk in terms of Existing Control Ratings
- Determine relevant consequence categories and rate how bad it could be if the risk eventuated with existing controls in place (Consequence)
- Determine how likely it is that the risk will eventuate to the determined level of consequence with existing controls in place (Likelihood)
- By combining the measures of consequence and likelihood, determine the risk rating (Level of Risk)

### Risk Evaluation

The Shire is to verify the risk analysis and make a risk acceptance decision based on:

- Controls Assurance (i.e. are the existing controls in use, effective, documented, up to date and relevant)

- Existing Control Rating
- Level of Risk
- Risk Acceptance Criteria (Appendix A)
- Risk versus Reward / Opportunity

The risk acceptance decision needs to be documented and acceptable risks are then subject to the monitor and review process. Note: Individual Risks or Issues may need to be escalated due to urgency, level of risk or systemic nature.

### **Risk Treatment**

For unacceptable risks, determine treatment options that may improve existing controls and/or reduce consequence / likelihood to an acceptable level.

Risk treatments may involve actions such as avoid, share, transfer or reduce the risk with the treatment selection and implementation to be based on;

- Cost versus benefit
- Ease of implementation
- Alignment to organisational values / objectives

### **Monitoring & Review**

The Audit Committee should review all Risk Profiles on a six monthly basis or if triggered by one of the following;

- Changes to context,
- A treatment is implemented,
- An incident occurs or due to audit/regulator findings.

The Senior Finance Officer is to monitor the status of risk treatment implementation and report on, if required.

The CEO & Executive Management Team will monitor significant risks and treatment implementation as part of their normal EMT agenda with specific attention given to risks that meet any of the following criteria:

- Risks with a Level of Risk of High or Extreme
- Risks with Inadequate Existing Control Rating
- Risks with Consequence Rating of Catastrophic
- Risks with Likelihood Rating of Almost Certain

The design and focus of the Risk Summary report will be determined from time to time on the direction of the CEO & Executive Management Team. They will also monitor the effectiveness of the Risk Management Framework ensuring it is practical and appropriate to the Shire.

### **Communication & Consultation**

Throughout the risk management process, stakeholders will be identified, and where relevant, be involved in or informed of outputs from the risk management process.

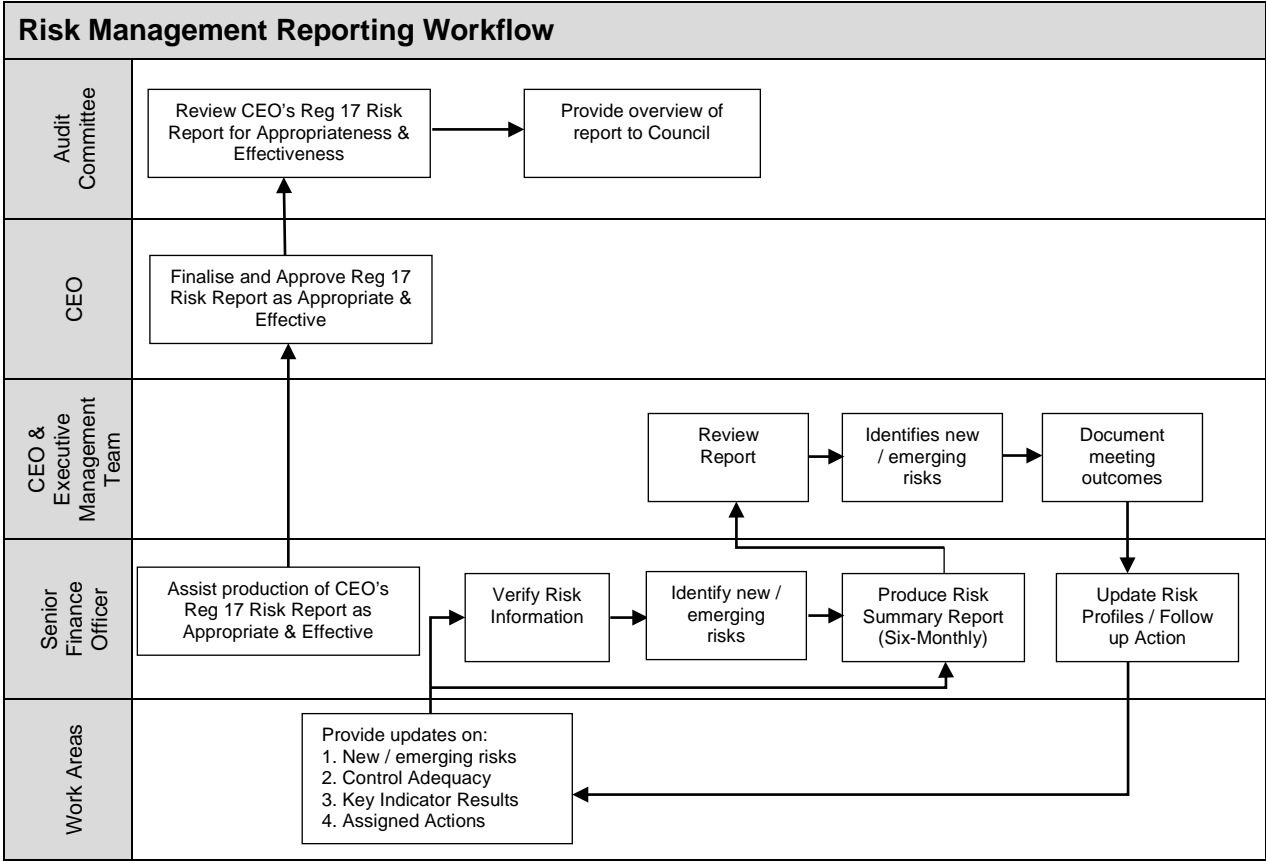
Risk management awareness and training will be provided to staff.

Risk management will be included within the employee induction process to ensure new employees are introduced to the Shire's risk management culture.

# Reporting Requirements

## Coverage & Frequency

The following diagram provides a high level view of the ongoing reporting process for Risk Management.



Each Work Area is responsible for ensuring:

- They continually provide updates in relation to new and emerging risks, control effectiveness and key indicator performance to the Senior Finance Officer.
- Work through assigned actions and provide relevant updates to the Senior Finance Officer.
- Risks / Issues reported to the CEO & Executive Management Team are reflective of the current risk and control environment.

The Senior Finance Officer is responsible for:

- Ensuring Shire Risk Profiles are formally reviewed and updated, at least on a six monthly basis or when there has been a material restructure, change in risk ownership or change in the external environment.
- Producing a six-monthly Risk Report for the CEO & Executive Management Team which contains an overview Risk Summary for the Shire.

## **Indicators**

Indicators are required to be used for monitoring and validating risks and controls. The following describes the process for the creation and reporting of Indicators:

### **Identification**

The following represent the minimum standards when identifying appropriate Indicator key risks and controls:

- The risk description and causal factors are fully understood
- The Indicator is fully relevant to the risk or control
- Predictive Indicators are adopted wherever possible
- Indicators provide adequate coverage over monitoring risks and controls

### **Validity of Source**

In all cases an assessment of the data quality, integrity and frequency must be completed to ensure that the Indicator data is relevant to the risk or Control.

Where possible the source of the data (data owner) should be independent to the risk owner. Overlapping Indicators can be used to provide a level of assurance on data integrity.

If the data or source changes during the life of the Indicator, the data is required to be revalidated to ensure reporting of the Indicator against a consistent baseline.

### **Tolerances**

Tolerances are set based on the Shire's Risk Appetite. They may be set and agreed over three levels:

- Green – within appetite; no action required.
- Amber – the Indicator must be closely monitored and relevant actions set and implemented to bring the measure back within the green tolerance.
- Red – outside risk appetite; the Indicator must be escalated to the CEO & Management Team where appropriate management actions are to be set and implemented to bring the measure back within appetite.

### **Monitor & Review**

All active Indicators are updated as per their stated frequency of the data source.

When monitoring and reviewing Indicators, the overall trend must be considered over a longer timeframe instead of individual data movements. The trend of the Indicators is specifically used as an input to the risk and control assessment.

## **Risk Acceptance**

Day-to-day operational management decisions are generally managed under the delegated authority framework of the Shire.

The following process is designed to provide a framework for those outside appetite framework identified risks.

The 'Risk Acceptance' must be in writing, signed by the relevant Manager and cover:

- A description of the risk.
- An assessment of the risk (e.g. Impact consequence, materiality, likelihood, working assumptions etc)
- Details of any mitigating action plans or treatment options in place
- An estimate of the expected remediation date.

A lack of budget / funding to remediate a material risk outside of appetite is not sufficient justification in itself to accept a risk.

Accepted risks must be continually reviewed through standard operating reporting structure (i.e. Executive Management Team)

## **Annual Control Assurance Plan**

The annual assurance plan is a monitoring schedule prepared by the Executive Management Team that sets out the control assurance activities to be conducted over the next 12 months. This plan needs to consider the following components.

- Coverage of all risk classes (Strategic, Operational, Project)
- Existing control adequacy ratings across the Shire's Risk Profiles.
- Consider control coverage across a range of risk themes (where commonality exists).
- Building profiles around material controls to assist in design and operating effectiveness reviews.
- Consideration to significant incidents.
- Nature of operations
- Additional or existing 2<sup>nd</sup> line assurance information / reviews (e.g. HR, Financial Services, IT)
- Frequency of monitoring / checks being performed
- Review and development of Key Indicators
- Timetable for assurance activities
- Reporting requirements

Whilst this document and subsequent actions are owned by the CEO, input and consultation will be sought from individual Work Areas.

## Appendix A – Risk Assessment and Acceptance Criteria

Shire of Dandaragan Measures of Consequence							
Rating (Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment
<b>Insignificant (1)</b>	Near-Miss or First Aid	Less than \$5,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage.	Contained, reversible impact managed by on site response
<b>Minor (2)</b>	Medical type injuries	\$5,001 - \$15,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
<b>Moderate (3)</b>	Lost time injury	\$15,001 - \$200,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies
<b>Major (4)</b>	Long-term disability / multiple injuries	\$200,001 - \$750,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
<b>Catastrophic (5)</b>	Fatality, permanent disability	More than \$750,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact

<b>PROJECT RATING</b>	<b>Project Time</b>	<b>Project Scope</b>	<b>Project Budget</b>
<b>Insignificant 1</b>	Exceed project timeline by 10%	Project scope changed by 5%	Exceed project budget by 5%
<b>Minor 2</b>	Exceed project timeline by 20%	Project scope changed by 10%	Exceed project budget by 10%
<b>Moderate 3</b>	Exceed project timeline by 30%	Project scope changed by 15%	Exceed project budget by 15%
<b>Major 4</b>	Exceed project timeline by 40%	Project scope changed by 25%	Exceed project budget by 25%
<b>Catastrophic 5</b>	Exceed project timeline by 50%	Project abandoned	Exceed project budget by 30%

<b>Shire of Dandaragan Measures of Likelihood</b>				
<b>Level</b>	<b>Rating</b>	<b>Description</b>	<b>Frequency</b>	<b>Project Frequency</b>
<b>5</b>	<b>Almost Certain</b>	The event is expected to occur in most circumstances	More than once per year	Greater than 90% chance of occurrence
<b>4</b>	<b>Likely</b>	The event will probably occur in most circumstances	At least once per year	60% - 90% chance of occurrence
<b>3</b>	<b>Possible</b>	The event should occur at some time	At least once in 3 years	40% - 60% chance of occurrence
<b>2</b>	<b>Unlikely</b>	The event could occur at some time	At least once in 10 years	10% - 40% chance of occurrence
<b>1</b>	<b>Rare</b>	The event may only occur in exceptional circumstances	Less than once in 15 years	Less than 10% chance of occurrence

Shire of Dandaragan 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)

Shire of Dandaragan Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
<b>LOW (1-4)</b>	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
<b>MODERATE (5-9)</b>	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
<b>HIGH (10-16)</b>	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Executive Manager / CEO
<b>EXTREME (17-25)</b>	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO / Council



Shire of Dandaragan Existing Controls Ratings		
Rating	Foreseeable	Description
<b>Effective</b>	There is little scope for improvement.	Processes (Controls) operating as intended and / or aligned to Policies & Procedures; are subject to ongoing maintenance and monitoring and are being continuously reviewed and tested.
<b>Adequate</b>	There is some scope for improvement.	Whilst some inadequacies have been identified; Processes (Controls) are in place, are being addressed / complied with and are subject to periodic review and testing.
<b>Inadequate</b>	A need for corrective and / or improvement actions exist.	Processes (Controls) not operating as intended, do not exist, or are not being addressed / complied with, or have not been reviewed or tested for some time.

**Appendix B – Risk Profile Template**

<b>Risk Theme</b>	<b>Date</b>
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<p><b><u>This Risk Theme is defined as:</u></b>  <i>Definition of Theme</i></p>
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<p><b><u>Potential causes include:</u></b>  <i>List of potential causes</i></p>
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Key Controls	Type	Date	Shire Rating
<i>List of Key Controls</i>			

<b>Overall Control Ratings:</b>	
---------------------------------	--

Consequence Category	Risk Ratings	Shire Rating
	<b>Consequence:</b>	
	<b>Likelihood:</b>	

<b>Overall Risk Ratings:</b>	
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Current Issues / Actions / Treatments	Due Date	Responsibility
<i>List current issues / actions / treatments</i>		

## **Appendix C – Risk Theme Definitions**

### **Misconduct**

Intentional activities in excess of authority granted to an employee, which circumvent endorsed policies, procedures or delegated authority. This would include instances of:

- Relevant authorisations not obtained.
- Distributing confidential information.
- Accessing systems and / or applications without correct authority to do so.
- Misrepresenting data in reports.
- Theft by an employee
- Collusion between Internal & External parties

This does not include instances where it was not an intentional breach - refer Errors, Omissions or delays in transaction processing, or Inaccurate Advice.

### **External Theft & Fraud (Inc. Cyber Crime)**

Loss of funds, assets, data or unauthorised access, (whether attempts or successful) by external parties, through any means (including electronic), for the purposes of;

- Fraud – benefit or gain by deceit
- Malicious Damage – hacking, deleting, breaking or reducing the integrity or performance of systems
- Theft – stealing of data, assets or information (no deceit)

Examples include:

- Scam Invoices
- Cash or other valuables from 'Outstations'.

### **Business Disruption**

A local physical event causing the inability to continue business activities and provide services to the community; this may or may not result in Business Continuity Plans being invoked. This does not include disruptions due to:

- IT Systems or infrastructure related failures should be captured under "Failure of IT Systems and Infrastructure".
- Contractor / Supplier issues should be captured under "Inadequate Supplier / Contract Management".
- People issues should be captured under "Inappropriate People Management".

### **Damage to Physical Assets**

Damage to buildings, property, plant & equipment (all assets) that does not result in a disruption to business objectives (refer Business Disruption); this could be a result of a natural disaster or other events, or an act carried out by an external party (Inc. graffiti and / or vandalism).

### **Errors, omissions, delays**

Errors, omissions or delays in operational activities as a result of unintentional errors or failure to follow due process. This includes instances of;

- Human errors, incorrect or incomplete processing
- Inaccurate recording, maintenance, testing and / or reconciliation of data.
- Errors or inadequacies in model methodology, design, calculation or implementation of models.

This may result in incomplete or inaccurate information. Consequences include;

- Inaccurate data being used for management decision making and reporting.

- Delays in service to customers
- Inaccurate data provided to customers

This excludes process failures caused by inadequate / incomplete procedural documentation - refer "Inadequate Document Management Processes".

### **Failure of IT &/or Communications Systems and Infrastructure**

Instability, degradation of performance, or other failure of IT Systems, Infrastructure, Communication or Utility causing the inability to continue business activities and provide services to the community. This may or may not result in IT Disaster Recovery Plans being invoked. Examples include failures or disruptions caused by:

- Hardware &/or Software
- IT Network
- Failures of IT Vendors

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

- Configuration management
- Performance Monitoring
- IT Incident, Problem Management & Disaster Recovery Processes

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

### **Failure to fulfil statutory, regulatory or compliance requirements**

Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This could result in fines, penalties, litigation or increase scrutiny from regulators or agencies. This includes, new or proposed regulatory and legislative changes, in addition to the failure to maintain updated legal documentation (internal & public domain) to reflect changes.

This does not include;

- Issues in relation to OH&S – refer "Inadequate employee and visitor safety and security"
- Procurement, disposal or tender process failures – refer "Inadequate Procurement, Disposal or Tender Practices"
- HR based legislation – refer "ineffective People Management"

### **Providing inaccurate advice / information**

Incomplete, inadequate or inaccuracies in professional advisory activities to customers or internal staff. This could be caused by using unqualified staff, however it does not include instances relating Breach of Authority.

### **Inadequate Change Management**

Inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time requirements or scope changes. This includes:

- Inadequate Change Management Framework to manage and monitor change activities.
- Inadequate understanding of the impact of project change on the business.
- Failures in the transition of projects into standard operations.
- Failure to implement new systems
- Failures of IT Project Vendors/Contractors

This includes Directorate or Service Unit driven change initiatives except new Plant & Equipment purchases. Refer "Inadequate Plant and Equipment design, delivery and maintenance"

### **Inadequate Organisation and Community Emergency Management**

Failure to adequately conduct Prevention, Preparation, Response and Recovery (PPRR) in the organisation structure and community elements, inclusive of the management of all emergencies. This includes;

- Lack of (or inadequate) emergency response plans.
- Lack of training to specific individuals or availability of appropriate emergency response.
- Failure in command and control functions as a result of incorrect initial assessment or untimely awareness of incident.
- Inadequacies in environmental awareness and monitoring of fuel loads, curing rates etc

(References: AS 3745; AS 1851; AIIMS 4 Management Principles)

### **Inadequate Document Management Processes**

Failure to adequately capture, store, archive, retrieve, provision and / or disposal of documentation. This includes:

- Contact lists.
- Procedural documents.
- 'Application' proposals/documents.
- Contracts.
- Forms, requests or other documents.

### **Inadequate employee and visitor safety and security**

Non-compliance with Occupation Health & Safety (OH&S) Regulations and physical security requirements. This risk includes issues relating to:

- Inadequate Policy, Frameworks, Systems and Structure to prevent the injury of visitors, staff, contractors and/or tenants in the provision of a working or business environment.
- Inadequate security protection measures in place for buildings, depots and other places of work (vehicle, community etc).
- Public Liability Claims, due to negligence or personal injury.
- Employee Liability Claims due to negligence or personal injury.

### **Inadequate engagement of Community / Stakeholders / Elected Members**

Failure to maintain effective working relationships with the Community (including Local Media), Stakeholders, Key Private Sector Companies, Government Agencies and / or Elected Members. This invariably includes activities where communication, feedback and / or consultation is required and where it is in the best interests to do so. For example;

- Following up on any access & inclusion issues.
- Infrastructure Projects.
- Regional or District Committee attendance.
- Local Planning initiatives.
- Strategic Planning initiatives

This does not include instances whereby Community expectations have not been met for standard service provisions such as Community Events, Library Services and / or Bus/Transport services.

### **Inadequate Procurement, Disposal or Tender Practices.**

Failures in the procurement, acquisition, acceptance or disposal process for assets as governed by the Act. This risk theme also relates to and includes;

- Lack of formalised process to identify specific requirements prior to procurement.
- Acceptance of assets without reference to a formalised process to ensure correct receipt and / or notification of receipt (transfer of ownership).
- Disposing of P & E (either through sale or decommissioning) that did not meet expectations from either a time or financial perspective.
- Failures in the Tender process from RTF preparation, advertising, due diligence and awarding.

### **Inadequate Asset Management**

Failure or reduction in service of infrastructure assets, plant, equipment or machinery. These include fleet assets in addition to community use based assets including playgrounds, boat ramps and other maintenance based assets. Areas includes in the scope are;

- Inadequate design (not fit for purpose).
- Ineffective usage (down time)
- Outputs not meeting expectations
- Inadequate maintenance activities.
- Inadequate or unsafe modifications.

It does not include issues with the inappropriate use of the Plant, Equipment or Machinery. Refer Misconduct.

### **Inadequate Financial, Accounting or Business Acumen**

Inadequate identification or quantification of financial exposure or risk associated with decisions to invest in land transactions, financial derivatives or investments or poor long term forecasting / assumptions. Examples include;

- Poor credit management (short or long term borrowing restricting capacity or flexibility).
- Ineffective market analysis (over or under estimating).
- Ineffective Business Planning (poor scope / competition analysis).
- Ineffective financial modelling, forecasting and projection techniques / processes.

### **Inadequate Natural Environmental Management.**

Inadequate prevention, identification, enforcement and management of environmental issues. The scope includes;

- Lack of adequate planning and management of coastal erosion issues.
- Failure to identify and effectively manage contaminated sites (including groundwater usage).
- Waste facilities (landfill / transfer stations).
- Weed control.
- Ineffective management of water sources (reclaimed, potable)
- Illegal dumping.
- Illegal clearing / land use.

### **Inadequate Stock Management**

Lack of stock to ensure continuity of operations or oversupply of stock resulting in dormant (non-performing) assets. Stock includes, consumables, stationery, spare parts and / or other items used for operational purposes. This could be a result of an ineffective stock management system / processes or the peripheral processes in the issuance and / or recording of 'transactions'.

It does not include theft or loss of stock through ineffective operations; refer;

- Theft – “Misconduct” or “External Theft or Fraud”
- Ineffective operations – “Errors, Omissions or Delays”.

### **Inadequate Supplier / Contract Management**

Inadequate management of External Suppliers, Contractors, IT Vendors or Consultants engaged for core operations. This includes issues that arise from the ongoing supply of services or failures in contract management & monitoring processes. This also includes:

- Concentration issues
- Vendor sustainability

It does not include failures in the tender process; refer “Inadequate Procurement, Disposal or Tender Practices”.

### **Ineffective People Management**

Failure to effectively manage and lead human resources (full/part time, casuals, temporary and volunteers). This includes not having an effective Human Resources Framework in addition to not having appropriately qualified or experienced people in the right roles or not having sufficient staff numbers to achieve objectives. Other areas in this risk theme to consider are;

- Breaching employee regulations (excluding OH&S)
- Discrimination, Harassment & Bullying in the workplace
- Poor employee wellbeing (causing stress)
- Key person dependencies without effective succession planning in place
- Induction issues
- Terminations (including any tribunal issues)
- Industrial activity

Care should be taken when considering insufficient staff numbers as the underlying issue could be process inefficiency.

### **Ineffective management of Facilities / Venues / Events**

Failure to effectively manage the day to day operations of facilities, venues and / or events. This includes;

- Inadequate procedures in place to manage the quality or availability.
- Ineffective signage
- Booking issues
- Financial interactions with hirers / users
- Oversight / provision of peripheral services (eg. cleaning / maintenance)

### **Not meeting Community expectations**

Failure to provide expected levels of service, events and benefit to the community. This includes where precedents have set Community perceptions or where services are generally expected. This will normally result in reputational impacts, however may have financial considerations with re-work, compensations or refunds. Examples include:

- Reducing the number or quality of events.
- Withdrawing support (or not supporting) other initiatives to provide relief/benefits to the Community.
- Loss of new or ongoing funding requirements for projects, events and other initiatives.
- Technology expectations

## 2.8 C-2OSDSE08 – Organisational Structure and Designation of “Senior Employees”

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### PART A- Policy

#### Objective

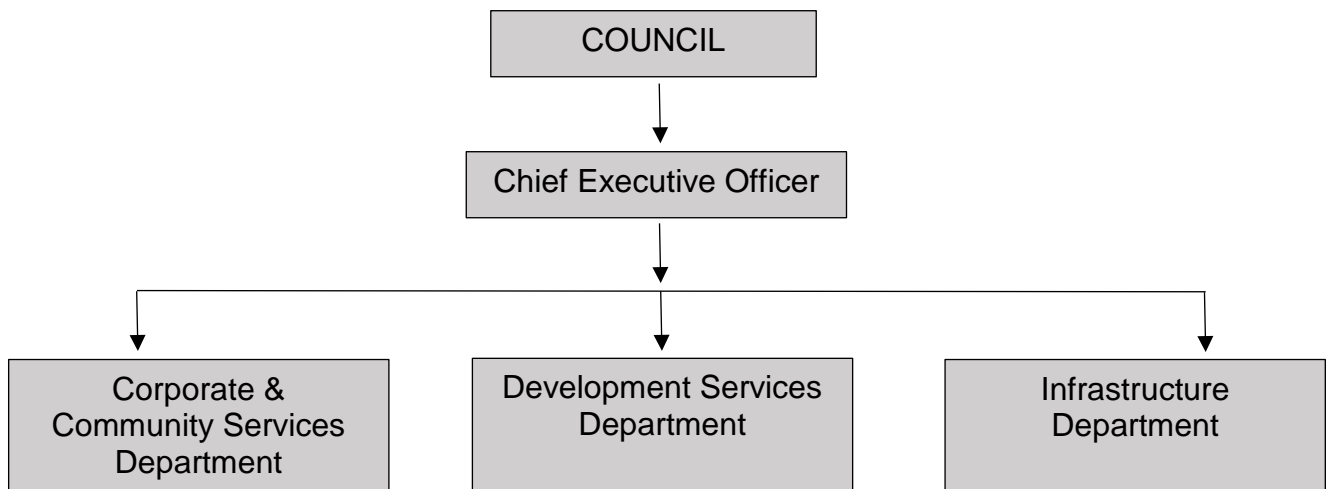
To provide guidance to the Council and the Chief Executive Officer (CEO) concerning the Organisational Structure for the Shire’s administration, including the management of functional responsibilities and the allocation and management resources within the structure and to prescribe the positions to be classified as a “Senior Employee”.

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### PART B- Management Procedures

#### 1. Determination of Organisation Structure

In accordance with the Local Government Act 1995 Section 5.2, Council determines that the organisational structure of the Shire of Dandaragan shall be:



#### 1.1 Determination of Organisational Sub-Structure

In order to ensure the efficient, effective and orderly administration of the Shire, the CEO shall determine:

- a. the operational responsibilities of each of the Executive Managers and the subsequent substructure sections within the respective Executive Managers to fulfil these responsibilities; and
- b. the sub-structure of each section including the number of full-time equivalent positions required to ensure the efficient and effective delivery of operational outcome.



## **1.2 Council's Satisfaction with Organisational Structure**

If the Council is not satisfied that an appropriate structure exists, the Council shall, by resolution, request the CEO to review the structure.

## **2. Senior Employees**

- a. The positions of Executive Managers are determined to be 'Senior Employee' for the purposes of the *Local Government Act 1995* Section 5.37(1).
- b. Appointment of a person to a Senior Employee position on a temporary or acting basis is in accordance with *Local Government Act 1995* Section 5.39(1a).
- c. The CEO is responsible for fulfilling the Shire's obligations in the management of Senior Employees as follows:
  - i. provide a recommendation to the Council to employ, dismiss, or create a new Senior Employee position [refer *Local Government Act 1995* Section 5.37 (2)];
  - ii. review the performance of each senior employee on an annual basis [refer *Local Government Act Section 5.38*]; and
  - iii. make determinations to exercise contract renewal options or re-negotiate existing employment contracts in accordance with the *Local Government Act 1995* Section 5.37.

## **3. Senior Employees**

In determining the Organisational Sub-structure in accordance with Clause 1.1 above, the CEO has authority (subject to sufficient funds being provided in the Shire's Annual Budget) to:

- a. create new positions, other than Senior Employees [in accordance with the *Local Government Act 1995* Section 5.37(2)];
- b. determine the functions of new and existing positions;
- c. determine the remuneration of new and existing positions;
- d. undertake the annual performance appraisals of all employees in accordance with the *Local Government Act 1995* Section 5.37; and
- e. terminate existing positions, including determinations on employee redundancy if required.