



SHIRE
of
DANDARAGAN

AGENDA

for

AUDIT COMMITTEE MEETING

to be held at the

MEETING ROOM, JURIEN BAY

on

MONDAY 15 DECEMBER 2025

COMMENCING AT 3.30PM

AGENDA FOR AUDIT COMMITTEE MEETING TO BE HELD MONDAY 15 DECEMBER 2025**1. DECLARATION OF OPENING****2. RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE**

Members Councillor S Johnson
Councillor G Lethlean
Councillor A O’Gorman
Councillor S Young

Staff Mrs R Pink (Acting Chief Executive Officer)
Mrs K Dean (Administration Officer)

Apologies**Leave of Absence****3. CONFIRMATION OF MINUTES****3.1 MINUTES OF THE AUDIT COMMITTEE MEETING HELD 27 MARCH 2025**

4. MATTERS FOR DISCUSSION

4.1 AUDIT REPORT FOR THE YEAR ENDED 30 JUNE 2025

Location:	N/A
Applicant:	N/A
File Reference:	SODR-1034602345-11896
Disclosure of Interest:	None
Date:	8 December 2025
Author:	Rebecca Pink, Executive Manager Corporate Services
Senior Officer:	Brent Bailey, Chief Executive Officer

PROPOSAL

That the Independent Auditor's Report for the 2024 / 2025 financial year be received.

BACKGROUND

Circulated with the agenda is a copy of the Office of the Auditor General Independent Auditor's Report. The opinion of Carly Meagher, Senior Director Financial Audit as the delegate of the Auditor General for Western Australia, is as follows;

"I have audited the financial report of the Shire of Dandaragan (Shire) which comprises:

- *the Statement of Financial Position as at 30 June 2025, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and Statement of Financial Activity for the year then ended*
- *notes comprising a summary of significant accounting policies and other explanatory information.*

In my opinion, the financial report:

- *is based on proper accounts and records*
- *presents fairly, in all material respects, the results of the operations of the Shire for the year ended 30 June 2025 and its financial position at the end of that period*
- *in accordance with the Local Government Act 1995 (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.*

COMMENT

The "Independent Auditor's Report" as attached is unqualified. There are no matters that in the auditor's opinion would indicate any significant adverse trends. In addition to the audit report, the transmittal letter from the Office of the Auditor General does not identify any management control issues.

The report and letter are included within the attachments of this item for the committee to review and discuss further should they wish to.

CONSULTATION

- Executive Manager Corporate Services
- Office of the Auditor General

STATUTORY ENVIRONMENT*Local Government Act 1995***7.12A. Duties of local government with respect to audits**

- (1) *A local government is to do everything in its power to —*
 - (a) *assist the auditor of the local government to conduct an audit and carry out the auditor's other duties under this Act in respect of the local government; and*
 - (b) *ensure that audits are conducted successfully and expeditiously.*
- (2) *Without limiting the generality of subsection (1), a local government is to meet with the auditor of the local government at least once in every year.*
- (3) *A local government must —*
 - (aa) *examine an audit report received by the local government; and*
 - (a) *determine if any matters raised by the audit report, require action to be taken by the local government; and*
 - (b) *ensure that appropriate action is taken in respect of those matters.*
- (4) *A local government must —*
 - (a) *prepare a report addressing any matters identified as significant by the auditor in the audit report, and stating what action the local government has taken or intends to take with respect to each of those matters; and*
 - (b) *give a copy of that report to the Minister within 3 months after the audit report is received by the local government.*
- (5) *Within 14 days after a local government gives a report to the Minister under subsection (4)(b), the CEO must publish a copy of the report on the local government's official website.*

*Local Government (Financial Management) Regulations 1996**Part 2 — General financial management — s. 6.10*

CEO's duties as to financial management (1) Efficient systems and procedures are to be established by the CEO of a local government —

- (a) *for the proper collection of all money owing to the local government; and*
- (b) *for the safe custody and security of all money collected or held by the local government; and*
- (c) *for the proper maintenance and security of the financial records of the local government (whether maintained in written form or by electronic or other means or process); and*
- (d) *to ensure proper accounting for municipal or trust — (i) revenue received or receivable; and (ii) expenses paid or payable; and (iii) assets and liabilities; and*
- (e) *to ensure proper authorisation for the incurring of liabilities and the making of payments; and*
- (f) *for the maintenance of payroll, stock control and costing records; and*
- (g) *to assist in the preparation of budgets, budget reviews, accounts and reports required by the Act or these regulations.*

The CEO is to — (a) ensure that the resources of the local government are effectively and efficiently managed; and (b) assist the council to undertake reviews of fees and charges regularly (and not less than once in every financial year); and (c) undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews.

POLICY IMPLICATIONS

There are no policy implications relevant to this item.

FINANCIAL IMPLICATIONS

There are no financial implications relevant to this item.

STRATEGIC IMPLICATIONS

There are no strategic implications relevant to this item.

ATTACHMENTS

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

- Shire of Dandaragan Annual Financial Report
(Doc Id: SODR-1034602345-11891)
- Independent Auditor's Report
(Doc Id: SODR-1034602345-11890)
- Transmittal letter from Office of Auditor General
(Doc Id: SODR-1034602345-11889)

(Marked 4.1)

VOTING REQUIREMENT

Simple majority

OFFICER RECOMMENDATION / COMMITTEE DECISION

That the Audit Committee receives the Independent Auditor's Report and the Annual Financial Report for the year ended 30 June 2025 and recommends they are presented to Council.

4.2 FIRST BIENNIAL RISK REPORT FOR THE 2025 / 26 FINANCIAL YEAR

Location:	Shire of Dandaragan
Applicant:	Not Applicable
File Reference:	SODR-1034602345-11895
Disclosure of Interest:	Nil
Date:	8 December 2025
Author:	Rebecca Pink, Executive Manager Corporate Services
Senior Officer:	Brent Bailey, Chief Executive Officer

PROPOSAL

The purpose of this report is for the Audit and Risk Committee to receive the first Biannual Risk Report for the 2025 / 26 financial year.

BACKGROUND

On 27 June 2024, Council endorsed updates to the Shire's Risk Management Framework and Policy.

The Risk Management Framework specifies that the Shire must submit a risk report to the Audit and Risk Committee biannually to communicate risk management activities and outcomes and provide information for decision-making.

The last Biannual Risk Report was received by Council in February 2025, being the second iteration for the 2024 / 2025 financial year.

COMMENT

The first Biannual Risk Report for the 2025 / 2026 financial year (the Risk Report) outlines the measure of consequence and likelihood for each risk theme (theme) endorsed in the Risk Management Framework. These measures are then applied to the Shire's Risk Matrix to provide an overall risk rating for each theme.

Across the 13 themes:

- 3 are rated as high.
- 9 are rated as moderate.
- 1 is rated as low.

Since February 2025, one change has occurred: the Management of Facilities, Venues and Events risk moved from low to high due to issues at the Jurien Bay Jetty. The ratings as follows:

Risk Theme	Measure of Consequence	Measure of Likelihood	Overall Risk Rating
Asset Sustainability	Moderate	Possible	Moderate
Business and Community Disruption	Moderate	Possible	Moderate
Community Engagement	Moderate	Rare	Low
Compliance	Major	Unlikely	Moderate
Document Management	Moderate	Unlikely	Moderate
Employment Practices	Moderate	Unlikely	Moderate
Environment	Major	Possible	High

AGENDA FOR AUDIT COMMITTEE MEETING TO BE HELD MONDAY 15 DECEMBER 2025

External Theft and Fraud	Moderate	Unlikely	Moderate
Management of Facilities, Venues and Events	Major	Unlikely	High
IT, Communication Systems and Infrastructure	Moderate	Possible	Moderate
Misconduct	Moderate	Unlikely	Moderate
Safety and Security Practices	Major	Possible	High
Supplier and Contract Management	Moderate	Possible	Moderate

The Risk Report also outlines the controls for each theme and provides an overall control rating with relevant actions. Since February 2025, the following actions have been undertaken:

- Skytrust program implemented and rolled out amongst all staff
- Review of the Shire's IT network was completed in May 2025 and work has begun on the recommendations for improvement
- Completion of the new DAIP into new Community Development Plan.
- Coastal Tracks Masterplan completed and implementation underway

Since February 2025, there have also been some actions which have had their due date pushed back due to various reasons including staff changeover, periods of leave and competing priorities. These are outlined in the table below:

Action	Original Due Date	New Due Date
Develop a standard building inspection checklist to ensure annual works are budgeted and completed.	30 June 2025	30 December 2025
Complete the review of the Municipal Heritage Inventory	30 June 2025	30 June 2026
Update Business Continuity Plan with latest staff information, role alignment and document the significant changes made to our IT network.	30 June 2025	30 June 2026
Complete the review of the Social Media Posting Map	30 June 2025	30 June 2026
Develop procedures and checklist for website content management to ensure compliance with legislation. Website currently being updated.	30 June 2025	30 June 2026
Develop an archive storage facility procedure	30 June 2025	30 June 2026
Update the Portable and Attractive Assets register and associated procedures.	30 June 2025	30 June 2026

CONSULTATION

Nil

STATUTORY ENVIRONMENT

Nil

AGENDA FOR AUDIT COMMITTEE MEETING TO BE HELD MONDAY 15 DECEMBER 2025POLICY IMPLICATIONS

There are no policy implications relevant to this item.

FINANCIAL IMPLICATIONS

There are no financial implications relevant to this item.

STRATEGIC IMPLICATIONS

There are no strategic implications relevant to this item.

ATTACHMENTS

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

- Risk Register November 2025 (Doc Id: SODR-878193511-11673)
(Marked 4.2)

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That the Audit and Risk Committee:

- 1. Receive the first Biannual Risk Report for the 2025 / 2026 financial year and;**
- 2. Determine that there are no matters raised in the report that require immediate action.**

5.CLOSURE OF MEETING

SHIRE OF DANDARAGAN
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

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The Shire of Dandaragan conducts the operations of a local government with the following community vision:

A dynamic, diverse and desirable region delivering sustainable growth and socially connected communities

Principal place of business:
69 Bashford Street
Jurien Bay WA 6516

**SHIRE OF DANDARAGAN
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

*Local Government Act 1995
Local Government (Financial Management) Regulations 1996*

Statement by CEO

The accompanying financial report of the Shire of Dandaragan has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2025 and the financial position as at 30 June 2025.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on

4th December 2025



CEO

Brent Bailey
Name of CEO



**SHIRE OF DANDARAGAN
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025**

	Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
Revenue				
Rates	2(a),22	7,982,992	8,000,406	7,390,418
Grants, subsidies and contributions	2(a)	2,751,749	1,655,267	3,131,784
Fees and charges	2(a)	3,363,877	3,270,744	2,949,498
Interest revenue	2(a)	323,616	406,199	271,202
Other revenue	2(a)	133,194	53,695	51,877
		14,555,428	13,386,311	13,794,779
Expenses				
Employee costs	2(b)	(5,588,958)	(5,443,069)	(5,205,385)
Materials and contracts		(5,128,167)	(5,784,311)	(5,079,198)
Utility charges		(492,812)	(430,845)	(443,610)
Depreciation		(8,505,661)	(8,316,146)	(8,409,967)
Finance costs	2(b)	(49,462)	(50,363)	(50,053)
Insurance		(391,246)	(369,060)	(362,562)
Other expenditure	2(b)	(711,541)	(742,819)	(728,022)
		(20,867,847)	(21,136,613)	(20,278,797)
		(6,312,419)	(7,750,302)	(6,484,018)
Capital grants, subsidies and contributions	2(a)	4,935,831	7,382,575	6,936,026
Profit on asset disposals		438,680	445,455	286,362
Loss on asset disposals		(48,015)	(10,546)	0
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	(4,439)	0	6,709
		5,322,057	7,817,484	7,229,097
Net result for the period		(990,362)	67,182	745,079
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	15	8,724,018	0	0
Total other comprehensive income for the period	15	8,724,018	0	0
Total comprehensive income for the period		7,733,656	67,182	745,079

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



SHIRE OF DANDARAGAN
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2025

	Note	2025	2024
		\$	\$
CURRENT ASSETS			
Cash and cash equivalents	3	8,225,779	9,462,724
Trade and other receivables	5	704,410	661,770
Other financial assets	4(a)	16,444	21,233
Inventories	6	67,947	19,600
TOTAL CURRENT ASSETS		9,014,580	10,165,327
NON-CURRENT ASSETS			
Trade and other receivables	5	61,731	70,404
Other financial assets	4(b)	101,388	122,271
Property, plant and equipment	7	46,758,105	36,124,413
Infrastructure	8	290,918,196	291,035,007
Right-of-use assets	10(a)	62,275	40,743
TOTAL NON-CURRENT ASSETS		337,901,695	327,392,838
TOTAL ASSETS		346,916,275	337,558,165
CURRENT LIABILITIES			
Trade and other payables	11	655,743	910,564
Contract liabilities	12	179,700	199,546
Capital grant/contributions liabilities	12	0	690,795
Other liabilities	12	171	3,545
Lease liabilities	10(b)	25,266	12,958
Borrowings	13	167,967	169,640
Employee related provisions	14	710,586	667,558
Deferred Lease Income		135,714	0
TOTAL CURRENT LIABILITIES		1,875,147	2,654,606
NON-CURRENT LIABILITIES			
Lease liabilities	10(b)	37,474	28,668
Borrowings	13	1,737,121	1,905,088
Employee related provisions	14	70,125	142,169
Deferred Lease Income		2,635,118	0
TOTAL NON-CURRENT LIABILITIES		4,479,838	2,075,925
TOTAL LIABILITIES		6,354,985	4,730,531
NET ASSETS		340,561,290	332,827,634
EQUITY			
Retained surplus		202,846,983	201,647,438
Reserve accounts	25	4,373,156	4,518,956
Revaluation surplus	15	133,341,151	126,661,240
TOTAL EQUITY		340,561,290	332,827,634

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



SHIRE OF DANDARAGAN
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2025

	Note	Retained surplus \$	Reserve accounts \$	Revaluation surplus \$	Total equity \$
Balance as at 1 July 2023		200,667,834	4,753,481	126,661,240	332,082,555
Comprehensive income for the period					
Net result for the period		745,079	0	0	745,079
Total comprehensive income for the period		745,079	0	0	745,079
Transfers from reserve accounts	25	738,264	(738,264)	0	0
Transfers to reserve accounts	25	(503,739)	503,739	0	0
Balance as at 30 June 2024		201,647,438	4,518,956	126,661,240	332,827,634
Change in accounting policies*		2,044,107	0	(2,044,107)	0
Restated balance at 1 July 2024		203,691,545	4,518,956	124,617,133	332,827,634
Comprehensive income for the period					
Net result for the period		(990,362)	0	0	(990,362)
Other comprehensive income for the period	15	0	0	8,724,018	8,724,018
Total comprehensive income for the period		(990,362)	0	8,724,018	7,733,656
Transfers from reserve accounts	25	772,000	(772,000)	0	0
Transfers to reserve accounts	25	(626,200)	626,200	0	0
Balance as at 30 June 2025		202,846,983	4,373,156	133,341,151	340,561,290

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

* Change in accounting policy is to remove revaluation surplus from furniture & equipment and plant 7 equipment that are now valued at cost

**SHIRE OF DANDARAGAN
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2025**

Note	2025 Actual \$	2024 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts		
Rates	8,086,256	7,271,381
Grants, subsidies and contributions	2,841,006	5,019,004
Fees and charges	3,363,832	2,949,552
Interest revenue	323,616	271,202
Goods and services tax received	1,346,295	(1,350,041)
Other revenue	55,238	51,877
	16,016,243	14,212,975
Payments		
Employee costs	(5,620,480)	(5,126,360)
Materials and contracts	(5,458,920)	(4,837,212)
Utility charges	(492,812)	(443,610)
Finance costs	(49,462)	(50,053)
Insurance paid	(391,246)	(361,261)
Goods and services tax paid	(1,346,295)	1,350,041
Other expenditure	(1,343,178)	(728,022)
	(14,702,393)	(10,196,477)
Net cash provided by operating activities	1,313,850	4,016,498
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for purchase of property, plant & equipment	(2,938,765)	(2,342,258)
Payments for construction of infrastructure	8(a) (7,250,919)	(5,649,456)
Proceeds from capital grants, subsidies and contributions	6,979,476	4,208,670
Proceeds from financial assets at amortised cost	0	1,779
Proceeds from financial assets at amortised cost - self-supporting loans	21,232	20,938
Proceeds from sale of property, plant & equipment	829,829	0
Proceeds from sale of infrastructure	0	463,575
Net cash (used in) investing activities	(2,359,147)	(3,296,752)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of borrowings	24(a) (169,640)	(166,295)
Payments for principal portion of lease liabilities	24(c) (22,008)	(28,319)
Net cash (used in) financing activities	(191,648)	(194,614)
Net increase (decrease) in cash held	(1,236,945)	525,132
Cash at beginning of year	9,462,724	8,937,592
Cash and cash equivalents at the end of the year	8,225,779	9,462,724

Non-cash investing and financing movements are disclosed at note 15.(c)

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

SHIRE OF DANDARAGAN
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED 30 JUNE 2025

Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
OPERATING ACTIVITIES			
Revenue from operating activities			
General rates	22 6,773,734	6,791,104	6,077,840
Rates excluding general rates	22 1,209,258	1,209,302	1,312,578
Grants, subsidies and contributions	2,751,749	1,655,267	3,131,784
Fees and charges	3,363,877	3,270,744	2,949,498
Interest revenue	323,616	406,199	271,202
Other revenue	133,194	53,695	51,877
Profit on asset disposals	438,680	445,455	286,362
Fair value adjustments to financial assets at fair value through profit or loss	4(b) (4,439)	0	6,709
	<u>14,989,669</u>	<u>13,831,766</u>	<u>14,087,850</u>
Expenditure from operating activities			
Employee costs	(5,588,958)	(5,443,069)	(5,205,385)
Materials and contracts	(5,128,167)	(5,784,311)	(5,079,198)
Utility charges	(492,812)	(430,845)	(443,610)
Depreciation	(8,505,661)	(8,316,146)	(8,409,967)
Finance costs	(49,462)	(50,363)	(50,053)
Insurance	(391,246)	(369,060)	(362,562)
Other expenditure	(711,541)	(742,819)	(728,022)
Loss on asset disposals	(48,015)	(10,546)	0
	<u>(20,915,862)</u>	<u>(21,147,159)</u>	<u>(20,278,797)</u>
Non-cash amounts excluded from operating activities	23(a) 9,980,378	7,898,301	8,116,964
Amount attributable to operating activities	<u>4,054,185</u>	<u>582,908</u>	<u>1,926,017</u>
INVESTING ACTIVITIES			
Inflows from investing activities			
Capital grants, subsidies and contributions	4,935,831	7,382,575	6,936,026
Proceeds from disposal of assets	829,829	793,034	463,575
Proceeds from financial assets at amortised cost - self-supporting loans	24(a) 21,232	21,233	20,938
	<u>5,786,892</u>	<u>8,196,842</u>	<u>7,420,539</u>
Outflows from investing activities			
Right of use assets received - non cash	10(a) (49,410)		(36,854)
Acquisition of property, plant and equipment	7(a) (5,788,765)	(2,880,500)	(2,342,258)
Acquisition of infrastructure	8(a) (7,250,919)	(8,561,589)	(5,649,456)
	<u>(13,089,094)</u>	<u>(11,442,089)</u>	<u>(8,028,568)</u>
Non-cash amounts excluded from investing activities	23(b) 8,724,018	(669,702)	0
Amount attributable to investing activities	<u>1,421,816</u>	<u>(3,914,950)</u>	<u>(608,029)</u>
FINANCING ACTIVITIES			
Inflows from financing activities			
Proceeds from borrowings	24(a) 0	550,000	0
Proceeds from new leases - non cash	24(c) 43,122	42,804	34,610
Transfers from reserve accounts	25 772,000	1,228,000	738,264
	<u>815,122</u>	<u>1,820,804</u>	<u>772,874</u>
Outflows from financing activities			
Repayment of borrowings	24(a) (169,640)	(169,639)	(166,295)
Payments for principal portion of lease liabilities	24(c) (22,008)	(23,517)	(28,319)
Deferred Lease Income	(2,770,833)	0	0
Transfers to reserve accounts	25 (626,200)	(1,315,525)	(503,739)
	<u>(3,588,681)</u>	<u>(1,508,681)</u>	<u>(698,353)</u>
Non-cash amounts excluded from financing activities	23(c) (43,122)	(42,804)	0
Amount attributable to financing activities	<u>(2,816,681)</u>	<u>269,319</u>	<u>74,521</u>
MOVEMENT IN SURPLUS OR DEFICIT			
Surplus or deficit at the start of the financial year	23(d) 3,153,130	3,062,723	1,760,621
Amount attributable to operating activities	4,054,185	582,908	1,926,017
Amount attributable to investing activities	1,421,816	(3,914,950)	(608,029)
Amount attributable to financing activities	(2,816,681)	269,319	74,521
Surplus or deficit after imposition of general rates	23(d) <u>5,812,450</u>	<u>0</u>	<u>3,153,130</u>

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

**SHIRE OF DANDARAGAN
FOR THE YEAR ENDED 30 JUNE 2025
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**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

1. BASIS OF PREPARATION

The financial report of the Shire of Dandaragan which is a Class 3 local government comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the *Local Government Act 1995*, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied except for disclosure requirements of:

- AASB 7 Financial Instruments Disclosures
- AASB 16 Leases paragraph 58
- AASB 101 Presentation of Financial Statements paragraph 61
- AASB 107 Statement of Cash Flows paragraphs 43 and 45
- AASB 116 Property, Plant and Equipment paragraph 79
- AASB 137 Provisions, Contingent Liabilities and Contingent Assets paragraph 85
- AASB 140 Investment Property paragraph 75(f)
- AASB 1052 Disaggregated Disclosures paragraph 11
- AASB 1054 Australian Additional Disclosures paragraph 16

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

The *Local Government (Financial Management) Regulations 1996* provide that:

- land and buildings classified as property, plant and equipment; or
- infrastructure; or
- vested improvements that the local government controls; and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from AASB 116 *Property, Plant and Equipment*, which would have required the Shire to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

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

Critical accounting estimates and judgements

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

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

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
 - Property, plant and equipment - note 7
 - Infrastructure - note 8
- Expected credit losses on financial assets - note 5
- Assets held for sale - note 6
- Impairment losses of non-financial assets - Note 7
- Investment property - note 10
- Estimated useful life of intangible assets - note 10
- Measurement of employee benefits - note 14
- Measurement of provisions - note 14

Fair value hierarchy information can be found in note 21

The local government reporting entity

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

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 26 of the financial report.

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2020-1 *Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current*
- AASB 2022-5 *Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback*
- AASB 2022-6 *Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants*
- AASB 2023-3 *Amendments to Australian Accounting Standards - Disclosure of Non-current Liabilities with Covenants: Tier 2*
- AASB 2024-1 *Amendments to Australian Accounting Standards - Supplier Finance Arrangements: Tier 2 Disclosures*
- AASB 2023-1 *Amendments to Australian Accounting Standards - Supplier Finance Arrangements*

These amendments are not expected to have any material impact on the financial report on initial application.

- AASB 2022-10 *Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*

These amendment may result in changes to the fair value of certain non-financial assets on revaluation. The impact has not been quantified as it is not considered practicable to determine the amount of the difference in fair value attributable to the change in the standard.

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 *Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*
- AASB 2024-4b *Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]*
- AASB 2022-9 *Amendments to Australian Accounting Standards - Insurance Contracts in the Public Sector*
- AASB 2023-5 *Amendments to Australian Accounting Standards - Lack of Exchangeability*
- AASB 18 (FP) *Presentation and Disclosure in Financial Statements - (Appendix D) [for for-profit entities]*
- AASB 18 (NFP/super) *Presentation and Disclosure in Financial Statements - (Appendix D) [for not-for-profit and superannuation entities]*
- AASB 2024-2 *Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments*
- AASB 2024-3 *Amendments to Australian Accounting Standards - Annual Improvements Volume 11*

These amendments are not expected to have any material impact on the financial report on initial application.

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

2. REVENUE AND EXPENSES

(a) Revenue

Contracts with customers

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/refunds/warranties	Timing of revenue recognition
Grants, subsidies and contributions	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - airport landing charges	Permission to use facilities and runway	Single point in time	Monthly in arrears	None	On landing/departure event
Fees and charges - sale of stock	Aviation fuel, kiosk and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	At point of sale
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

Consideration from contracts with customers is included in the transaction price.

Revenue recognition

Rate revenue was recognised from the rate record as soon as practicable after the Shire resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

Revenue recognised during the year under each basis of recognition by nature of goods or services is provided in the table below:

For the year ended 30 June 2025

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	7,982,889	103	7,982,992
Grants, subsidies and contributions	0	672,354	0	2,079,395	2,751,749
Fees and charges	3,357,302	0	6,678	(103)	3,363,877
Interest revenue	0	0	52,954	270,662	323,616
Other revenue	0	0	0	133,194	133,194
Capital grants, subsidies and contributions	0	4,901,948	0	33,883	4,935,831
Total	3,357,302	5,574,302	8,042,521	2,517,134	19,491,259

For the year ended 30 June 2024

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	7,390,418	0	7,390,418
Grants, subsidies and contributions	0	708,787	0	2,422,997	3,131,784
Fees and charges	2,941,485	0	8,013	0	2,949,498
Interest revenue	0	0	57,674	213,528	271,202
Other revenue	0	0	0	51,877	51,877
Capital grants, subsidies and contributions	0	6,936,026	0	0	6,936,026
Total	2,941,485	7,644,813	7,456,105	2,688,402	20,730,805

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

Note	2025 Actual \$	2024 Actual \$
Interest revenue		
Financial assets at amortised cost - self-supporting loans	521	817
Interest on reserve account	166,348	184,087
Trade and other receivables overdue interest	52,954	39,935
Other interest revenue	103,793	46,267
	323,616	271,106
The 2025 original budget estimate in relation to: Trade and other receivables overdue interest was \$47,500.		

Fees and charges relating to rates receivable

Charges on instalment plan	22,993	15,997
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The 2025 original budget estimate in relation to:
Charges on instalment plan was \$16,500.

(b) Expenses

Auditors remuneration

- Audit of the Annual Financial Report	50,500	48,090
- Other services – grant acquittals	20,000	1,500
	70,500	49,590

Employee Costs

Employee benefit costs	5,145,722	4,959,146
Other employee costs	443,236	246,239
	5,588,958	5,205,385

Finance costs

Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	49,462	50,053
	49,462	50,053

Other expenditure

Impairment losses on property, plant and equipment	7(a)	631,637	
Sundry expenses		79,904	728,022
		711,541	728,022

SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

3. CASH AND CASH EQUIVALENTS

Note	2025	2024
	\$	\$
Cash and cash equivalents	8,225,779	9,462,724
Total cash and cash equivalents	8,225,779	9,462,724
Held as		
- Unrestricted cash and cash equivalents	3,672,923	4,053,427
- Restricted cash and cash equivalents	4,552,856	5,409,297
16	8,225,779	9,462,724

MATERIAL ACCOUNTING POLICIES

Cash and cash equivalents

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

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

4. OTHER FINANCIAL ASSETS

Note	2025	2024
	\$	\$
(a) Current assets		
Financial assets at amortised cost	16,444	21,233
	16,444	21,233
Other financial assets at amortised cost		
Self-supporting loans receivable	16,444	21,233
23(d)	16,444	21,233
Held as		
- Unrestricted other financial assets at amortised cost	16,444	21,233
	16,444	21,233
(b) Non-current assets		
Financial assets at amortised cost	1,864	18,307
Financial assets at fair value through profit or loss	99,524	103,964
	101,388	122,271
Financial assets at amortised cost		
Self-supporting loans receivable	1,864	18,308
Term deposits	0	(1)
	1,864	18,307
Financial assets at fair value through profit or loss		
Units in Local Government House Trust - opening balance	103,963	97,255
Movement attributable to fair value increment	(4,439)	6,709
Units in Local Government House Trust - closing balance	99,524	103,964

MATERIAL ACCOUNTING POLICIES

Other financial assets at amortised cost

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

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

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using a current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 21 (i)) due to the observable market rates.

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

Financial assets at fair value through profit or loss

The Shire classifies the following financial assets at fair value through profit or loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the Shire has elected to recognise as fair value gains and losses through profit or loss.

SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

5. TRADE AND OTHER RECEIVABLES

	Note	2025 \$	2024 \$
Current			
Rates and statutory receivables		342,324	406,824
Trade and other receivables		362,711	256,418
Other receivables		802	0
Allowance for credit losses of trade receivables	19(b)	(1,427)	(1,472)
		704,410	661,770
Non-current			
Rates and statutory receivables NC		61,731	70,404
		61,731	70,404

Disclosure of opening and closing balances related to contracts with customers

Information about receivables from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non-financial assets is:

Note	30 June 2025 Actual \$	30 June 2024 Actual \$	1 July 2023 Actual \$
Trade and other receivables from contracts with customers	367,225	256,418	2,090,521
Allowance for credit losses of trade receivables	(1,427)	(1,472)	(1,418)
Total trade and other receivables from contracts with customers	365,798	254,946	2,089,103

MATERIAL ACCOUNTING POLICIES

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations or for the construction of recognisable non financial assets as part of the ordinary course of business.

Other receivables

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers and amounts received as grants for the construction of recognisable non financial assets.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

6. INVENTORIES

Note	2025	2024
	\$	\$
Current		
Stock on Hand - Fuel	67,947	19,600
	67,947	19,600
The following movements in inventories occurred during the year:		
Balance at beginning of year	19,600	54,945
Inventories expensed during the year	(179,661)	(341,864)
Additions to inventory	228,008	306,519
Balance at end of year	67,947	19,600

MATERIAL ACCOUNTING POLICIES

General

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

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

SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

7. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	<u>Assets not subject to operating lease</u>		<u>Total property</u>			<u>Plant and equipment</u>			<u>Total property, plant and equipment</u>	
	<u>Note</u>	<u>Land</u>	<u>Buildings</u>	<u>Land</u>	<u>Buildings</u>	<u>Total property</u>	<u>Furniture and equipment</u>	<u>Plant and equipment</u>		<u>Work in progress</u>
		\$	\$	\$	\$	\$	\$	\$	\$	
Balance at 1 July 2023		2,674,000	29,354,373	2,674,000	29,354,373	32,028,373	1,013,583	2,768,999	208,679	36,019,634
Additions				0	0	0		1,346,189	996,069	2,342,258
Disposals			(78,859)	0	(78,859)	(78,859)		(98,354)		(177,213)
Depreciation			(1,231,486)	0	(1,231,486)	(1,231,486)	(137,067)	(691,713)		(2,060,266)
Transfers			344,894	0	344,894	344,894	83,393	106,759	(535,046)	0
Balance at 30 June 2024		2,674,000	28,388,922	2,674,000	28,388,922	31,062,922	959,909	3,431,880	669,702	36,124,413
Comprises:										
Gross balance amount at 30 June 2024		2,674,000	59,787,130	2,674,000	59,787,130	62,461,130	3,642,216	9,861,294	669,702	76,634,342
Accumulated depreciation at 30 June 2024		0	(31,398,208)	0	(31,398,208)	(31,398,208)	(2,682,307)	(6,429,414)	0	(40,509,929)
Balance at 30 June 2024	7(b)	2,674,000	28,388,922	2,674,000	28,388,922	31,062,922	959,909	3,431,880	669,702	36,124,413
Additions			4,381,651	0	4,381,651	4,381,651	9,452	604,146	793,516	5,788,765
Disposals		(48,000)	(798,000)	(48,000)	(798,000)	(846,000)		(148,839)		(994,839)
Revaluation increments / (decrements) transferred to revaluation surplus		1,295,000	7,429,018	1,295,000	7,429,018	8,724,018				8,724,018
Reversal of depreciation on sale			555,675	0	555,675	555,675		75,962		631,637
Depreciation			(1,200,766)	0	(1,200,766)	(1,200,766)	(133,921)	(788,241)		(2,122,928)
Transfers				0	0	0			(1,392,961)	(1,392,961)
Balance at 30 June 2025		3,921,000	38,756,500	3,921,000	38,756,500	42,677,500	835,440	3,174,908	70,257	46,758,105
Comprises:										
Gross balance amount at 30 June 2025		3,921,000	70,799,799	3,921,000	70,799,799	74,720,799	3,651,668	10,316,601	70,257	88,759,325
Accumulated depreciation at 30 June 2025		0	(32,043,299)	0	(32,043,299)	(32,043,299)	(2,816,228)	(7,141,693)	0	(42,001,220)
Balance at 30 June 2025	7(b)	3,921,000	38,756,500	3,921,000	38,756,500	42,677,500	835,440	3,174,908	70,257	46,758,105

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

7. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Carrying amount measurements

Asset class	Note	Carrying amount 2025	Carrying amount 2024	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
		\$	\$					
(i) Fair value - as determined at the last valuation date								
Land and buildings								
Land		3,921,000	2,674,000	2	Market approach using recent observable market data for similar properties / income approach using discounted cashflow methodology	Independent registered valuer	June 2025	Price per hectare / market borrowing rate
Total land	7(a)	<u>3,921,000</u>	<u>2,674,000</u>					
Buildings - non specialised		38,756,500	28,388,922	2	Market approach using recent observable market data for similar properties / income approach using discounted cashflow methodology	Independent registered valuer	June 2025	Price per hectare / market borrowing rate
Total buildings	7(a)	<u>38,756,500</u>	<u>28,388,922</u>					
(ii) Cost								
Furniture and equipment					Cost	Cost		Purchase cost
Plant and equipment					Cost	Cost		Purchase cost

SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

8. INFRASTRUCTURE

(a) Movements in balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure -						
	Infrastructure - roads	Infrastructure - footpaths	Infrastructure - drainage	parks and reserves	Infrastructure - other	Infrastructure - work in progress	Total infrastructure
	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2023	258,139,638	10,565,847	3,299,445	2,131,789	13,045,096	4,522,457	291,704,272
Additions	0	0	0	0	0	5,649,456	5,649,456
Depreciation	(5,031,034)	(317,785)	(82,306)	(164,257)	(723,339)	0	(6,318,721)
Transfers	7,834,283			145,506	340,688	(8,320,477)	0
Balance at 30 June 2024	260,942,887	10,248,062	3,217,139	2,113,038	12,662,445	1,851,436	291,035,007
Comprises:							
Gross balance at 30 June 2024	349,007,578	13,097,414	6,307,547	4,238,776	23,494,482	1,851,436	397,997,233
Accumulated depreciation at 30 June 2024	(88,064,691)	(2,849,352)	(3,090,408)	(2,125,738)	(10,832,037)	0	(106,962,226)
Balance at 30 June 2024	260,942,887	10,248,062	3,217,139	2,113,038	12,662,445	1,851,436	291,035,007
Additions	6,357,301	13,465	0	185,125	695,028		7,250,919
Depreciation	(5,069,084)	(311,835)	(80,736)	(158,685)	(734,515)		(6,354,855)
Transfers						(1,012,875)	(1,012,875)
Balance at 30 June 2025	262,231,104	9,949,692	3,136,403	2,139,478	12,622,958	838,561	290,918,196
Comprises:							
Gross balance at 30 June 2025	355,364,879	13,110,879	6,307,547	4,423,901	24,189,510	838,561	404,235,277
Accumulated depreciation at 30 June 2025	(93,133,775)	(3,161,187)	(3,171,144)	(2,284,423)	(11,566,552)	0	(113,317,081)
Balance at 30 June 2025	262,231,104	9,949,692	3,136,403	2,139,478	12,622,958	838,561	290,918,196

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

8. INFRASTRUCTURE (Continued)

(b) Carrying amount measurements

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair value - as determined at the last valuation date					
Infrastructure - roads	3	Cost approach using current replacement cost	Independent registered valuer	June 2022	Construction costs and current condition, residual values and remaining useful life assessments inputs
Infrastructure - footpaths	3	Cost approach using current replacement cost	Independent registered valuer	June 2022	Construction costs and current condition, residual values and remaining useful life assessments inputs
Infrastructure - drainage	3	Cost approach using current replacement cost	Independent registered valuer	June 2022	Construction costs and current condition, residual values and remaining useful life assessments inputs
Infrastructure - parks and reserves	3	Cost approach using current replacement cost	Independent registered valuer	June 2022	Construction costs and current condition, residual values and remaining useful life assessments inputs
Infrastructure - other	3	Cost approach using current replacement cost	Independent registered valuer	June 2022	Construction costs and current condition, residual values and remaining useful life assessments inputs

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

**SHIRE OF DANDARAGAN
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2025**

9. FIXED ASSETS

(a) Depreciation

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset class	Useful life
Buildings	25 to 50 years
Furniture and equipment	5 to 20 years
Plant and equipment	2 to 20 years
Infrastructure - Roads	
Formation – All roads	Perpetual life
Pavement – Thin Surfaced Flexible Rural	100 years
Pavement – Thin Surfaced Flexible Urban	100 years
Pavement – Unsealed Rural	50 years
Pavement – Unsealed Urban	50 years
Surface – Asphalt	100 years
Surface – Brick	60 years
Surface – Chip seal	60 years
Surface – Concrete	100 years
Surface – Slurry Seal	100 years
Infrastructure - Footpaths	
Black Asphalt	36 years
Brick Paving	36 years
Concrete Slabs	36 years
Gravel	12 years
In-situ Concrete	48 years
Red Asphalt	36 years
Sand	12 years
Timber	36 years
Other	48 years
Infrastructure - Drainage	60 years
Infrastructure - Other	5 - 80 years
Infrastructure - Parks and reserves	10 - 45 years

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

9. FIXED ASSETS (Continued)

MATERIAL ACCOUNTING POLICIES

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

Reportable value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

Revaluation

Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on land vested in the Shire.

Whilst the regulatory framework only requires a revaluation to occur every five years, it also provides for the Shire to revalue earlier if it chooses to do so.

For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Depreciation on revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset; or
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Impairment

In accordance with *Local Government (Financial Management) Regulations 17A(4C)*, the Shire is not required to comply with *AASB 136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

10. LEASES

(a) Right-of-use assets

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year.

	Right-of-use assets - plant and equipment	Total right-of-use assets
Note	\$	\$
Balance at 1 July 2023	34,869	34,869
Additions	36,854	36,854
Depreciation	(30,980)	(30,980)
Balance at 30 June 2024	40,743	40,743
Gross balance amount at 30 June 2024	97,496	97,496
Accumulated depreciation at 30 June 2024	(56,753)	(56,753)
Balance at 30 June 2024	40,743	40,743
Additions	49,410	49,410
Depreciation	(27,878)	(27,878)
Balance at 30 June 2025	62,275	62,275
Gross balance amount at 30 June 2025	94,481	94,481
Accumulated depreciation at 30 June 2025	(32,206)	(32,206)
Balance at 30 June 2025	62,275	62,275

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the Shire is the lessee:

	2025 Actual	2024 Actual
	\$	\$
Depreciation on right-of-use assets	(27,413)	(30,980)
Finance charge on lease liabilities	(4,230)	(579)
Total amount recognised in the statement of comprehensive income	(31,643)	(31,559)
Total cash outflow from leases	(26,238)	(28,898)

(b) Lease liabilities

Current	25,266	12,958
Non-current	37,474	28,668
	62,740	41,626

MATERIAL ACCOUNTING POLICIES

Leases

At inception of a contract, the Shire assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Details of individual lease liabilities required by regulations are provided at Note 24(c).

Right-of-use assets - measurement

Right-of-use assets are measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not recognised in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 9 under revaluation for details on the material accounting policies applying to vested improvements.

Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shorter. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the Shire anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

10. LEASES (Continued)

(c) Lessor - property, plant and equipment subject to lease

The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.

Less than 1 year

1 to 2 years

2 to 3 years

3 to 4 years

4 to 5 years

> 5 years

	2025 Actual	2024 Actual
	\$	\$
	256,448	257,190
	169,940	256,448
	110,506	169,940
	110,505	110,506
	110,505	110,505
	2,067,042	2,177,547
	2,824,946	3,082,136

MATERIAL ACCOUNTING POLICIES

The Shire as lessor

Upon entering into each contract as a lessor, the Shire assesses if the lease is a finance or operating lease.

The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (eg legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

When a contract is determined to include lease and non-lease components, the Shire applies AASB 15 *Revenue from Contracts with Customers* to allocate the consideration under the contract to each component.

SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

11. TRADE AND OTHER PAYABLES

Current

	2025	2024
	\$	\$
Sundry creditors	101,348	359,435
Prepaid rates	122,485	92,394
Accrued salaries and wages	185,072	158,228
ATO liabilities	(29,710)	(360)
Bonds and deposits held	196,341	224,782
Accrued interest on borrowings	7,500	8,136
Accrued expenses	72,707	36,606
Income received in advance	0	31,343
	655,743	910,564

MATERIAL ACCOUNTING POLICIES

Financial liabilities

Financial liabilities are initially recognised at fair value when the Shire becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Statutory liabilities

Statutory liabilities, are amounts owed to regulatory authorities due to statutory obligations such as FBT and PAYG. GST payable is offset against GST receivable and any net GST payable is included as a statutory liability.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises income for the prepaid rates that have not been refunded.

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

12. OTHER LIABILITIES

Current

	2025	2024
	\$	\$
Contract liabilities	179,700	199,546
Capital grant/contributions liabilities	0	690,795
Suspense payments	171	3,545
	179,871	893,886

Reconciliation of changes in contract liabilities

Opening balance	199,546	154,209
Additions	179,700	199,546
Revenue from contracts with customers included as a contract liability at the start of the period	(199,546)	(154,209)
	179,700	199,546

Reconciliation of changes in capital grant/contribution liabilities

Opening balance	690,795	3,418,151
Additions	(690,795)	(2,727,356)
	0	690,795

MATERIAL ACCOUNTING POLICIES

Contract liabilities

Contract liabilities represent the Shire's obligation to transfer goods or services to a customer for which the Shire has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the Shire's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the Shire which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

13. BORROWINGS

	Note	2025			2024		
		Current	Non-current	Total	Current	Non-current	Total
Secured		\$	\$	\$	\$	\$	\$
Debentures		167,967	1,737,121	1,905,088	169,640	1,905,088	2,074,728
Total secured borrowings	24(a)	167,967	1,737,121	1,905,088	169,640	1,905,088	2,074,728

MATERIAL ACCOUNTING POLICIES

Borrowing costs

The Shire has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature.

Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 21(i)) due to the unobservable inputs, including own credit risk.

Risk

Details of individual borrowings required by regulations are provided at Note 24(a).

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

14. EMPLOYEE RELATED PROVISIONS

Employee related provisions

	2025	2024
	\$	\$
Current provisions		
Employee benefit provisions		
Annual leave	339,046	349,875
Long service leave	371,540	317,683
	<u>710,586</u>	<u>667,558</u>
Total current employee related provisions	<u>710,586</u>	<u>667,558</u>
Non-current provisions		
Employee benefit provisions		
Long service leave	70,125	142,169
	<u>70,125</u>	<u>142,169</u>
Total non-current employee related provisions	<u>70,125</u>	<u>142,169</u>
Total employee related provisions	<u>780,711</u>	<u>809,727</u>

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

MATERIAL ACCOUNTING POLICIES

Employee benefits

The Shire's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

Short-term employee benefits

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

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

Other long-term employee benefits

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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15. REVALUATION SURPLUS

	2025 Opening balance	2025 Change in Accounting Policy	Total Movement on revaluation	2025 Closing balance	2024 Opening balance	2024 Closing balance
	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land	2,278,204		1,295,000	3,573,204	2,278,204	2,278,204
Revaluation surplus - Buildings	15,310,678		7,429,018	22,739,696	15,310,678	15,310,678
* Revaluation surplus - Furniture and equipment	773,202	(773,202)		0	773,202	773,202
* Revaluation surplus - Plant and equipment	1,270,905	(1,270,905)		0	1,270,905	1,270,905
Revaluation surplus - Infrastructure - footpaths	87,470,378			87,470,378	87,470,378	87,470,378
Revaluation surplus - Infrastructure - drainage	6,900,002			6,900,002	6,900,002	6,900,002
Revaluation surplus - Infrastructure - parks and reserves	2,523,697			2,523,697	2,523,697	2,523,697
Revaluation surplus - Infrastructure - other	1,634			1,634	1,634	1,634
Revaluation surplus - Infrastructure - work in progress	10,132,539			10,132,539	10,132,539	10,132,539
	126,661,239	(2,044,107)	8,724,018	133,341,150	126,661,239	126,661,239

* Change in accounting policy is to remove revaluation surplus from furniture & equipment and plant & equipment that are now valued at cost

SHIRE OF DANDARAGAN
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16. RESTRICTIONS OVER FINANCIAL ASSETS

	Note	2025 Actual \$	2024 Actual \$
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:			
- Cash and cash equivalents	3	4,552,856	5,409,297
		4,552,856	5,409,297
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts	25	4,373,156	4,518,956
Contract liabilities	12	179,700	199,546
Capital grant liabilities	12	0	690,795
Total restricted financial assets		4,552,856	5,409,297

17. UNDRAWN BORROWING FACILITIES AND CREDIT STANDBY ARRANGEMENTS

Credit standby arrangements

Bank overdraft limit			
Bank overdraft at balance date			
Credit card limit		21,000	21,000
Credit card balance at balance date		(4,231)	(4,223)
Total amount of credit unused		16,769	16,777

Loan facilities

Loan facilities - current		167,967	169,640
Loan facilities - non-current		1,737,121	1,905,088
Total facilities in use at balance date		1,905,088	2,074,728
Unused loan facilities at balance date		NIL	NIL

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

18. CAPITAL COMMITMENTS

	2025	2024
	\$	\$
Contracted for:		
- capital expenditure projects	90,368	743,460
	90,368	743,460
Payable:		
- not later than one year	90,368	743,460

The Shire had a few minor projects underway (Pioneer Park Playground & Signage) at 30 June 2025 with commitment to external contractors

The prior year commitment was associated with two major projects (East-West runway & Jurien Bay office refurbishment) underway at 30 June 2024 with commitments to external contractors.

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

19. RELATED PARTY TRANSACTIONS

(a) Council member remuneration

Fees, expenses and allowances to be paid or reimbursed to council members.

Note	2025 Actual	2025 Budget	2024 Actual
	\$	\$	\$
President's annual allowance	16,640	16,640	15,957
President's meeting attendance fees	25,709	24,720	24,653
President's other expenses		1,286	2,579
President's ICT expenses	3,500	3,500	3,500
President's travel and accommodation expenses		2,675	
	45,849	48,821	46,689
Deputy President's annual allowance	4,160	4,160	3,989
Deputy President's other expenses		1,286	84
Deputy President's ICT expenses	3,500	3,500	3,500
Deputy President's travel and accommodation expenses		2,675	129
	7,660	11,621	7,702
All other council member's meeting attendance fees	99,840	99,624	99,334
All other council member's All other council member expenses	8,858	6,428	5,497
All other council member's ICT expenses	17,500	17,500	18,267
All other council member's travel and accommodation expenses	4,147	13,375	5,557
	130,345	136,927	128,655
19(b)	183,854	197,369	183,046

(b) Key management personnel (KMP) compensation

The total of compensation paid to KMP of the Shire during the year are as follows:

Short-term employee benefits	821,238		611,039
Post-employment benefits	105,681		76,727
Employee - other long-term benefits	87,616		64,387
Council member costs	183,854		183,046
19(a)	1,198,389		935,199

Short-term employee benefits

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

The increase in 2025 actuals is attributable to a payout made to a long-standing executive employee during the year, as well as a period of crossover that included an additional executive.

Post-employment benefits

These amounts are the current-year's cost of the Shire's superannuation contributions made during the year.

Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

**SHIRE OF DANDARAGAN
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19. RELATED PARTY TRANSACTIONS (Continued)

(c) Transactions with related parties

Transactions between related parties and the Shire are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guarantees exist in relation to related parties at year end.

In addition to KMP compensation above the following transactions occurred with related parties:

	2025 Actual	2024 Actual
	\$	\$
Purchase of goods and services	0	801

(d) Related parties

The Shire's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the Shire, directly or indirectly, including any council member, are considered key management personnel.

ii. Other Related Parties

During the year, the Shire did not conduct business transactions with any related parties

iii. Entities subject to significant influence by the Shire

There were no such entities requiring disclosure during the current or previous year.

**SHIRE OF DANDARAGAN
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20. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

There were no material events occurring after the reporting date that would materially affect the financial statements.

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

21. OTHER MATERIAL ACCOUNTING POLICIES

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the Shire applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The Shire contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the Shire would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. enforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 Fair Value Measurement requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Shire selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Shire are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Shire gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards the Shire's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 9.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. *AASB 116 Property, Plant and Equipment*) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

**SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

22. RATING INFORMATION

(a) General rates

RATE TYPE	Basis of valuation	Rate in \$	Number of properties	2024/25 Actual rateable value*	2024/25 Actual rate revenue	2024/25 Actual interim rates	2024/25 Actual total revenue	2024/25 Budget rate revenue	2024/25 Budget interim rate	2024/25 Budget total revenue	2023/24 Actual total revenue
General	Gross rental valuation	0.076107	2,016	42,645,199	3,245,598	41,026	3,286,624	3,276,853	15,000	3,291,853	3,055,384
General	Unimproved valuation	0.004227	442	827,637,310	3,498,423	(11,313)	3,487,110	3,499,251		3,499,251	3,309,615
Total general rates			2,458	870,282,509	6,744,021	29,713	6,773,734	6,776,104	15,000	6,791,104	6,364,999
Minimum payment											
Minimum payment \$											
General	Gross rental valuation	1,134	831	5,506,514	942,354	1,134	943,488	944,622		944,622	1,019,150
Dandaragan and Badgingarra	Gross rental valuation	855	54	340,401	46,170	855	47,025	47,025		47,025	29,592
Other UV	Unimproved valuation	508	409	34,228,987	207,772	508	208,280	207,772		207,772	254,333
Total minimum payments			1,294	40,075,902	1,196,296	2,497	1,198,793	1,199,419	0	1,199,419	1,303,075
Total general rates and minimum payments			3,752	910,358,411	7,940,317	32,210	7,972,527	7,975,523	15,000	7,990,523	7,668,074
Ex-gratia rates											
CBH		0.074500	1	97,844	7,289		7,289	9,883		9,883	9,503
DPLH		0.005439	1	583,931	3,176		3,176			0	
Total amount raised from rates (excluding general rates)			2	681,775	10,465	0	10,465	9,883	0	9,883	9,503
Discounts											(287,159)
Total rates							7,982,992			8,000,406	7,390,418

(a) Rates related information

*Rateable Value at time of raising of rate.

The budgeted rate in the dollar varies to the actual rate in the dollar issued on 22nd August 2024.

Council resolved at the Ordinary Council Meeting held on 27th February 2025 to provide a concession to ratepayers to cover the difference.

	Rate in \$ Issued	Rate in \$ Budgeted	Concession provided
GRV	0.076107	0.076214	\$1,302.33
UV	0.004227	0.004228	\$827.79

SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

23. DETERMINATION OF SURPLUS OR DEFICIT

	2024/25 (30 June 2025 carried forward)	2024/25 Budget (30 June 2025 carried forward)	2023/24 (30 June 2024 carried forward)
Note	\$	\$	\$
(a) Non-cash amounts excluded from operating activities			
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .			
Adjustments to operating activities			
Less: Profit on asset disposals	(438,680)	(445,455)	(286,362)
Less: Non-cash grants and contributions for assets	(79,167)		
Less: Movement in liabilities associated with restricted cash		9,767	
Less: Fair value adjustments to financial assets at fair value through profit or loss	4,439		(6,709)
Add: Loss on disposal of assets	48,015	10,546	0
Add: Impairment of Plant and Equipment	7(a) (631,637)	0	0
Add: Depreciation	9(a) 8,505,661	8,316,146	8,409,967
Non-cash movements in non-current assets and liabilities:			
Financial assets at amortised cost	0		1,779
Pensioner deferred rates	8,673		(1,119)
Employee benefit provisions	(72,044)	7,297	(592)
Other provisions	2,635,118		
Non-cash amounts excluded from operating activities	9,980,378	7,898,301	8,116,964
(b) Non-cash amounts excluded from investing activities			
The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .			
Adjustments to investing activities			
Property, plant and equipment received for substantially less than fair value	7(a) 8,724,018		
Movement in current unspent capital grants associated with restricted cash		(669,702)	
Non-cash amounts excluded from investing activities	8,724,018	(669,702)	0
(c) Non-cash amounts excluded from financing activities			
The following non-cash revenue or expenditure has been excluded from amounts attributable to financing activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .			
Adjustments to financing activities			
Non cash proceeds from new leases	24(c) (43,122)	(42,804)	0
Non-cash amounts excluded from financing activities	(43,122)	(42,804)	0
(d) Surplus or deficit after imposition of general rates			
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.			
Adjustments to net current assets			
Less: Reserve accounts	25 (4,373,156)	(4,606,481)	(4,518,956)
Less: Financial assets at amortised cost - self-supporting loans	4(a) (16,444)	(21,233)	(21,233)
Add: Current liabilities not expected to be cleared at end of year			
- Current portion of borrowings	13 167,967	169,829	169,640
- Current portion of lease liabilities	10(b) 25,266	24,776	12,958
- Deferred Lease Income	2,850,000		
- Employee benefit provisions	19,384	195,887	
Total adjustments to net current assets	(1,326,983)	(4,237,222)	(4,357,591)
Net current assets used in the Statement of financial activity			
Total current assets	9,014,580	5,776,889	10,165,327
Less: Total current liabilities	(1,875,147)	(1,539,667)	(2,654,606)
Less: Total adjustments to net current assets	(1,326,983)	(4,237,222)	(4,357,591)
Surplus or deficit after imposition of general rates	5,812,450	0	3,153,130

SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

24. BORROWING AND LEASE LIABILITIES

(a) Borrowings

Purpose	Note	Actual						Budget				
		Principal at 1 July 2023	New loans during 2023-24	Principal repayments during 2023-24	Principal at 30 June 2024	New loans during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025	Principal at 1 July 2024	New loans during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Dandaragan residential house - GROH		553,672	0	(60,888)	492,784		(61,977)	430,807	492,784	0	(61,977)	430,807
Jurien Bay foreshore redevelopment		1,411,603	0	(60,796)	1,350,807		(62,333)	1,288,474	1,350,807	0	(62,332)	1,288,475
Jurien Bay depot building		215,269	0	(23,673)	191,596		(24,097)	167,499	191,596	0	(24,097)	167,499
Cerventes Rec. Centre		0	0	0	0			0	0	550,000	0	550,000
Total		2,180,544	0	(145,357)	2,035,187	0	(148,407)	1,886,780	2,035,187	550,000	(148,406)	2,436,781
Self-supporting loans												
Jurien Bay Progress Assoc.		22,489		(7,312)	15,177		(7,494)	7,683	15,177		(7,495)	7,682
Jurien Bay Mens Shed		12,788		(3,594)	9,194		(3,641)	5,553	9,194		(3,641)	5,553
Badgingarra Bowling Club		25,202		(10,032)	15,170		(10,097)	5,073	15,170		(10,097)	5,073
Total self-supporting loans		60,479	0	(20,938)	39,541	0	(21,232)	18,308	39,541	0	(21,233)	18,308
Total borrowings	13	2,241,023	0	(166,295)	2,074,728	0	(169,640)	1,905,088	2,074,728	550,000	(169,639)	2,455,089

Self-supporting loans are financed by payments from third parties. These are shown in Note 4 as other financial assets at amortised cost.
All other loan repayments were financed by general purpose revenue.

Borrowing finance cost payments

Purpose	Loan number	Institution	Interest rate	Date final payment is due	Actual for year ending 30 June 2025	Budget for year ending 30 June 2025	Actual for year ending 30 June 2024
Dandaragan residential house - GROH	136	WATC	1.78%	29/10/2031	(6,997)	(8,509)	(9,599)
Jurien Bay foreshore redevelopment	137	WATC	2.51%	29/10/2041	(33,261)	(33,530)	(35,066)
Jurien Bay depot building	138	WATC	1.78%	29/10/2031	(4,556)	(3,308)	(3,732)
Total					(44,814)	(45,347)	(48,397)
Self-supporting loans finance cost payments							
Jurien Bay Progress Assoc.	133	WATC	2.48%	1/02/2026	(253)	(330)	(513)
Jurien Bay Mens Shed	134	WATC	1.32%	10/12/2026	(107)	(109)	(157)
Badgingarra Bowling Club	135	WATC	0.65%	21/08/2025	(58)	(82)	(147)
Total self-supporting loans finance cost payments					(418)	(521)	(817)
Total finance cost payments					(45,232)	(45,868)	(49,214)

* WA Treasury Corporation

SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

24. BORROWING AND LEASE LIABILITIES (Continued)

(b) New borrowings - 2024/25

Particulars/purpose	Institution	Loan type	Term years	Interest rate	Amount borrowed		Amount (used)		Total interest and charges	Actual balance unspent
					2025 Actual	2025 Budget	2025 Actual	2025 Budget		
				%	\$	\$	\$	\$	\$	\$
Cerventes Rec. Centre	WATC	Fixed	TBD	TBD	0	550,000	0	(550,000)	0	0
					0	550,000	0	(550,000)	0	0

* WA Treasury Corporation

(c) Lease liabilities

Purpose	Note	Actual						Budget				
		Principal at 1 July 2023	New leases during 2023-24	Principal repayments during 2023-24	Principal at 30 June 2024	New leases during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025	Principal at 1 July 2024	New leases during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025
Photocopier Lease		\$ 15,482	\$ 34,241	\$(12,411)	\$ 37,312	\$ 0	\$(8,644)	\$ 28,668	\$ 37,312	\$ 0	\$(8,644)	\$ 28,668
Water Filter Lease		19,853	369	(15,908)	4,314	43,122	(13,364)	34,072	4,314	42,804	(14,873)	32,245
Total lease liabilities	10(b)	35,335	34,610	(28,319)	41,626	43,122	(22,008)	62,740	41,626	42,804	(23,517)	60,913

Lease finance cost payments

Purpose	Lease number	Institution	Interest rate	Date final payment is due	Actual for year ending 30 June 2025	Budget for year ending 30 June 2025	Actual for year ending 30 June 2024	Lease term
Photocopier Lease		Ricoh Finance	5.10%	30/06/2028	\$ (1,903)	\$ (1,903)	\$ (299)	60 months
Water Filter Lease		Waterlogic Aust.	1.20%	8/07/2027	(2,327)	(2,591)	(280)	36 months
Total finance cost payments					(4,230)	(4,494)	(579)	

SHIRE OF DANDARAGAN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

25. RESERVE ACCOUNTS

	2025 Actual opening balance	2025 Actual transfer to	2025 Actual transfer (from)	2025 Actual closing balance	2025 Budget opening balance	2025 Budget transfer to	2025 Budget transfer (from)	2025 Budget closing balance	2024 Actual opening balance	2024 Actual transfer to	2024 Actual transfer (from)	2024 Actual closing balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Restricted by council												
(a) Leave Reserve	188,590	6,942	0	195,532	188,590	7,297	0	195,887	181,467	7,123		188,590
(b) Plant reserve	100,436	353,696	0	454,132	100,436	364,256	0	464,692	361,255	14,181	(275,000)	100,436
(c) Building reserve	628,981	34,154	(277,000)	386,135	628,981	35,084	(500,000)	164,065	598,954	30,027		628,981
(d) Rubbish reserve	286,466	10,545	0	297,011	286,466	17,582	0	304,048	437,243	17,163	(167,940)	286,466
(e) Community Centre reserve	430,106	21,832	(110,000)	341,938	430,106	22,410	(110,000)	342,516	408,087	22,019		430,106
(f) Television Services Reserve	55,216	2,033	0	57,249	55,216	2,136	0	57,352	53,130	2,086		55,216
(g) Information Technology Reserve	59,650	2,196	0	61,846	59,650	2,308	0	61,958	57,397	2,253		59,650
(h) Land Development Reserve	73,923	2,721	(74,000)	2,644	73,923	2,860	(74,000)	2,783	71,131	2,792		73,923
(i) Parking Requirements (L1154 SandpiperSt) Reserve	11,932	439	0	12,371	11,932	462	0	12,394	11,481	451		11,932
(j) Parks & Rec. Grounds (Seagate) Reserve	156,984	5,779	0	162,763	156,984	6,074	0	163,058	151,055	5,929		156,984
(k) Sport and Recreation Reserve	13,073	80,335	0	93,408	13,073	83,729	0	96,802	96,349	3,783	(87,059)	13,073
(l) Landscaping Reserve	2,769	102	0	2,871	2,769	107	0	2,876	2,664	105		2,769
(m) Aerodrome Reserve	144,582	18,322	(117,000)	45,904	144,582	20,175	(100,000)	64,757	178,400	16,182	(50,000)	144,582
(n) Public Open Space Renewal Reserve	193,579	7,126	(194,000)	6,705	193,579	8,551	(194,000)	8,130	212,652	8,348	(27,421)	193,579
(o) Infrastructure Renewal Reserve	730,909	26,906	0	757,815	730,909	28,281	0	759,190	703,302	27,607		730,909
(p) Public Open Space Construction Reserve	9,818	361	0	10,179	9,818	380	0	10,198	9,447	371		9,818
(q) Infrastructure Construction Reserve	152,439	5,611	0	158,050	152,439	5,898	0	158,337	146,681	5,758		152,439
(r) Building Construction Reserve	27,927	1,028	0	28,955	27,927	1,081	0	29,008	26,872	1,055		27,927
(s) Economic Development Reserve	945,626	34,809	0	980,435	945,626	693,856	0	1,639,482	648,942	323,429	(26,745)	945,626
(t) Turquoise Way Path Reserve	54,155	1,994	0	56,149	54,155	2,095	0	56,250	52,110	2,045		54,155
(u) Cash in Lieu of Landscaping-Lot1146 Sandpiper St	2,610	96	0	2,706	2,610	101	0	2,711	2,511	99		2,610
(v) WALGGC Roads Component Overpayment	0	0	0	0	0	0	0	0	73,711	388	(74,099)	0
(w) Cervantes Community Infrastructure Development	249,185	9,173	0	258,358	249,185	10,802	(250,000)	9,987	268,640	10,545	(30,000)	249,185
	4,518,956	626,200	(772,000)	4,373,156	4,518,956	1,315,525	(1,228,000)	4,606,481	4,753,481	503,739	(738,264)	4,518,956

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

In accordance with council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of reserve account	Purpose of the reserve account
Restricted by council	
(a) Leave Reserve	to fund annual leave and long service leave entitlements.
(b) Plant reserve	to be used in order to assist in the purchase of major items of plant.
(c) Building reserve	to fund capital renewal of buildings and associated assets as guided by the Building Asset Management Plan.
(d) Rubbish reserve	to be used to fund establishing, enhancing, rehabilitation or any other activities associated with new and existing landfill or waste site
(e) Community Centre reserve	to be used to fund capital construction costs and major maintenance restoration / preservation costs to the community recreation centres
(f) Television Services Reserve	to be used to fund the provision of new or improved television rebroadcasting facilities throughout the shire.
(g) Information Technology Reserve	to be used for purchase of hardware, software, licensing, contract labour and cloud transitioning costs related to information technology
(h) Land Development Reserve	for the purpose of funding land development in the townsites of Dandaragan and Badgingarra.
(i) Parking Requirements (L1154 SandpiperSt) Reserve	to fund future parking requirements in the Shire of Dandaragan in the vicinity of Lot 1154 Sandpiper Street, JB as separately identified.
(j) Parks & Rec. Grounds (Seagate) Reserve	to fund the future purchase of land or development of parks and recreation grounds in the locality of Seagate Estates
(k) Sport and Recreation Reserve	to fund community sporting groups requests in accordance with the Shire of Dandaragan's Recreation Plan.
(l) Landscaping Reserve	to fund future landscaping requirements in the Shire of Dandaragan in the vicinity of Lot 1154 Sandpiper Street, JB as separately identified.
(m) Aerodrome Reserve	to be used for renewal, major maintenance, expansion or relocation of the Shire of Dandaragan's airstrips and aerodromes
(n) Public Open Space Renewal Reserve	to fund capital renewal of public open space and associated assets as guided by the Public Open Space Asset Management Plan
(o) Infrastructure Renewal Reserve	to fund capital renewal of infrastructure and associated assets as guided by the Infrastructure Asset Management Plan.
(p) Public Open Space Construction Reserve	to fund capital construction and/or purchase of public open space and associated assets.
(q) Infrastructure Construction Reserve	to fund capital construction and/or purchase of infrastructure and other associated assets.
(r) Building Construction Reserve	to fund capital construction and/or purchase of buildings and other associated assets.
(s) Economic Development Reserve	to be used for the planning, development and implementation of economic development initiatives with the Shire of Dandaragan
(t) Turquoise Way Path Reserve	to be used for the Turquoise Way Path and associated infrastructure within the Turquoise Way Path corridor.
(u) Cash in Lieu of Landscaping-Lot1146 Sandpiper St	to be used for the planning consent granted to I I & J B A Kelly SF for the commercial development at Lot 1146 Sandpiper Street, JB
(v) WALGGC Roads Component Overpayment	to quarantine estimated overpayment of WA Local Gov. Grants Commison Roads Component for use in the 23/24 financial year
(w) Cervantes Community Infrastructure Development	funds derived from the sale of 11 Gazeley Way Cervantes, for community infrastructure development projects in Cervantes.

**SHIRE OF DANDARAGAN
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2025**

26. TRUST FUNDS

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	1 July 2024	Amounts received	Amounts paid	30 June 2025
	\$	\$	\$	\$
Cash in lieu Public Open Space - L9000 Valencia	200,277	1,699	0	201,976
	<u>200,277</u>	<u>1,699</u>	<u>0</u>	<u>201,976</u>



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

Shire of Dandaragan

To the Council of the Shire of Dandaragan

Opinion

I have audited the financial report of the Shire of Dandaragan (Shire) which comprises:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of financial activity for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial report :

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the Shire for the year ended 30 June 2025 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the Shire is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the Shire's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the Shire.

The Council is responsible for overseeing the Shire's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

My independence and quality management relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the Shire of Dandaragan for the year ended 30 June 2025 included in the annual report on the Shire's website. The Shire's management is responsible for the integrity of the Shire's website. This audit does not provide assurance on the integrity of the Shire's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the Shire to confirm the information contained in the website version.

Carly Meagher
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
4 December 2025



Our Ref: 7927-003

7th Floor, Albert Facey House
469 Wellington Street, Perth

Mr Tony O'Gorman
President
Shire of Dandaragan

Mail to: Perth BC
PO Box 8489
PERTH WA 6849

Tel: 08 6557 7500
Email: info@audit.wa.gov.au

Email: cr.ogorman@dandaragan.wa.gov.au

Dear Mr O'Gorman

**SHIRE OF DANDARAGAN
ANNUAL FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2025**

The Office has completed the audit of the annual financial report for your local government. In accordance with section 7.12AD (2) of the *Local Government Act 1995*, we enclose the Auditor General's auditor's report, together with the audited annual financial report.

We have also forwarded the reports to the CEO and the Minister for Local Government, as required by the Act.

The CEO is required to publish the annual report, including the auditor's report and the audited financial report, on your Shire's official website within 14 days after the annual report has been accepted by your Council.

The result of the audit was satisfactory. Please note that the purpose of our audit was to express an opinion on the financial report. The audit included consideration of internal control relevant to the preparation of the financial report in order to design audit procedures that were appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.

An audit is not designed to identify all internal control deficiencies that may require management attention. It is possible that irregularities and deficiencies may have occurred and not been identified as a result of our audit.

The date the financial statements submitted by your entity and considered to be of audit ready quality is 30 September 2025. This date will be reported in our local government sector audit results report to be tabled in Parliament. I am providing this date for completeness of our Office's procedural fairness process.

If you have any queries in relation to this date, please contact me on 6557 7640 within 14 days of the date of this letter. If we do not hear from you, we will take this as confirmation of the date.

This letter has been provided for the purposes of the Shire and the Minister for Local Government and may not be suitable for other purposes.

I would like to take this opportunity to thank you, the management and the staff of the Shire for their cooperation with the audit team during our audit.

Yours sincerely

Carly Meagher
Senior Director
Financial Audit
4 December 2025

Attach

Shire of Dandaragan Measures of Consequence						
Rating (Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Environment
Insignificant (1)	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	Contained, reversible impact managed by on site response
Minor (2)	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	Contained, reversible impact managed by internal response
Moderate (3)	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	Contained, reversible impact managed by external agencies
Major (4)	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	Uncontained, reversible impact managed by a coordinated response from external agencies
Catastrophic (5)	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	Uncontained, irreversible impact

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

Shire of Dandaragan Risk Matrix						
Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		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
LOW (1-4)	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
MODERATE (5-9)	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
HIGH (10-16)	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Director / CEO
EXTREME (17-25)	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
Effective	There is little scope for improvement.	Controls are fully in place, are being well addressed / complied with, are subject to ongoing maintenance and monitoring and are being continuously reviewed and tested
Adequate	There is some scope for improvement.	Controls are in place, are being addressed / complied with and are subject to periodic review and testing
Inadequate	A need for corrective and / or improvement actions exist.	Controls do not exist, or are not being addressed / complied with, or have not been reviewed or tested for some time

Shire of Dandaragan Risk Report

Executive Summary

<u>Asset Sustainability</u>		Risk	Control
		Moderate	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Develop a standard building inspection checklist to ensure annual works are budgeted and completed.	Dec-25	MDP	
Complete the review of the Municipal Heritage Inventory	Jun-26	MDP	
Develop a standard airport inspection checklist to ensure all items are checked and documented on a regular basis.	Jun-25	EMI	
Increase use of Skytrust system to guide and record planned asset inspections.	Jun-26	MOCS	
Implement a marine asset inspection and preventative maintenance program.	Jun-26	MOCS	

<u>Community Engagement</u>		Risk	Control
		Low	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Remove Community Engagement Plan references, align to Council Community Engagement Policy	June 30 2025	MCCS	
Complete the review of the Social Media Posting Map	June 30 2026	MCCS	

<u>Document Management</u>		Risk	Control
		Moderate	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Develop procedures and checklist for website content management to ensure compliance with legislation. Website currently being updated.	Jun-26	MCCS and ES	
Develop and deliver document management training modules.	Dec-25	EMCS	
Develop an archive storage facility procedure. Disposal authority update required, external	Dec-26	Records Officer	

<u>Business & Community Disruption</u>		Risk	Control
		Moderate	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Update Business Continuity Plan with latest staff information, role alignment and document the significant changes made to our IT network.	30/06/2026	EMCS	
LEMA Document to be updated.	30/06/2026	MOCS	
Fire Warden training needs review, and annual practice undertaken .	30/06/2026	HR	

<u>Compliance</u>		Risk	Control
		Moderate	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Undertake staff training on statutory requirements for tender process and register.	Jun-25	CEO	
Distribute updated Local Panel of Suppliers information to staff.	Jun-25	EMI	
Develop a process to guide the utilisation of the Fines Enforcement Registry.	No date set	EMCS	
Provide staff training for Freedom of Information Processes	Jun-26	EMCS	

<u>Employment Practices</u>		Risk	Control
		Moderate	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Finalise Workforce Plan - 2025 - 2030.	Jun-25	CEO	
Undertake employee satisfaction and culture survey. (Subject to budget provision).	Dec-25	HR	
Develop a Housing Strategy	Dec-26	EMDS	
Coordinate training for contemporary workplace risks - psychosocial hazards, difficult customers.	Dec-26	HR	

Shire of Dandaragan Risk Report

<u>Environment</u>		Risk	Control
		High	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Ensure that waste facility licenses are up to date and complied with. Develop policies and procedures to support the operations of landfill and waste sites within the Shire.	Jun-25	EMI, CIS, MOCS	
Complete LPP Review (Local Planning Scheme and Policy review)	LPS - 2025, LPP - 2026	EMDS, MDP	
Complete Coastal Tracks Masterplan	Jun-25	CEP	
Coastal Tracks Masterplan Implementation	Jun-26	CEP	

<u>External Theft and Fraud</u>		Risk	Control
		Moderate	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Update the Portable and Attractive Assets register and associated procedures.	Jun-25	EMCS	
Develop a documented risk assessment for the arrival and escorting of visitors. Make determinations on when sign-in "must" be used.	Jun-25	MDP	

<u>Management of Facilities, Venues and Events</u>		Risk	Control
		High	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Maintain an up to date leases register and monitor annual lease obligations and CPI increases.	Dec-24	Assistant Accountant	
Maintain regular risk assessment and condition reports for the Jurien Bay Jetty and pontoon. Implement risk treatments to improve public safety.	Nov-25	MOCS	

<u>IT, Communication Systems and Infrastructure</u>		Risk	Control
		Moderate	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Instruct IT providers to complete an IT Disaster Recovery Plan	Jun-26	EMCS / EMI	
Ensure completion of Essential 8 Implementation with Avantgarde	Dec-25	EMI	

<u>Misconduct</u>		Risk	Control
		Moderate	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Develop a process to guide WWCC request process.	Jun-25	MCCS	
Formalise a stocktake policy/procedure.	Jun-25	EMI & EMCS	

<u>Safety and Security Practices</u>		Risk	Control
		High	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Review Local Emergency Management Arrangements document and update if required.	Jun-25	Emergency Management Coordinator	
Ensure that hazards and incident reports are recorded in Skytrust and addressed by appropriate levels of management in a timely manner.	Ongoing	WHS Officer	
Ensure hazardous substances safety data sheets and dangerous goods registers exist at all workplaces within the Shire. Confirm this is now covered by Skytrust.	Jun-25	WHS Officer	

<u>Supplier and Contract Management</u>		Risk	Control
		Moderate	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	
Update Purchasing Policy	Jun-26	EMCS	
Ensure that leases and contracts register is maintained and updated.	Dec-24	Assistant Accountant	

Asset Sustainability Practices

Nov-25

Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating
Failure or reduction in infrastructure assets, plant, equipment of machinery. These include fleet, buildings, roads, playgrounds, boat ramps and all other assets during their lifecycle from procurement to disposal.	Includes: • inadequate design • inadequate usage • inadequate maintenance activities • inadequate financial management and planning	Includes: • inadequate training opportunities for staff • insufficient budget to maintain or replace assets • outdated equipment • unavailability of parts	Moderate	Possible	Moderate

Controls Assurance						
Key Controls	Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Routine Maintenance - Hard infrastructure (Roads, bridges, drainage, footpaths, airport, marine)	Preventative	Adequate	Dandaragan Operations Supervisor/ Jurien Bay Operations Supervisory / Executive Manager Infrastructure (EMI)	No		Annual operations budgets and customer requests drive cyclical programming for routine maintenance. Process is supported by trained and experienced staff.
Routine Maintenance - Buildings	Preventative	Adequate	Building Maintenance Officer	No		Recent staff changeover for Building Maintenance Officer has seen continuation of reactive maintenance processes. Implementation of comprehensive preventative maintenance programming still to completed.
Routine Maintenance - Plant, fleet and equipment	Preventative	Effective	Depot Mechanics	Yes		Routine maintenance timeframes are established in accordance with hours or kms. Process is now being migrated to Skytrust to improve scheduling and recording of routine maintenance.
Routine Maintenance - Parks, reserves and play equipment	Preventative	Adequate	Jurien Bay Operations Supervisor	Yes		Cyclical plans are established via zone. Process is supported by trained and experienced staff. Improved documentation and filing practices would increase risk mitigation further.
Asset register	Detective	Effective	Executive Manager Corporate Services	Yes		Asset register linked to finance system and under periodic review through Fair Value process.
Asset management plan	Preventative	Adequate	Executive Manager Infrastructure, Executive Manager Development Services.	Yes	2021	Asset management plans have been developed but annual funding cycles still drive decision making for renewal and replacement. Asset management plans due for update and renewal. Lack of dedicated AM officer will continue to see this business activity fluctuate in performance.
Asbestos register and procedures	Preventative	Adequate	Principal Environmental Health Officer (PEHO)	Yes	2025	Plan was last updated in 2025 after a full review in 2023 with the assistance of LGISWA.
Licenses and training	Preventative	Effective	Human Resources (HR)	Yes	2025	Licenses checked annually by HR and now recorded in Skytrust to ensure renewals are completed.
Heritage Inventory List	Detective	Adequate	Coordinator Strategic Planning	No		Municipal Inventory review is currently in process.

Overall Control Ratings:

Adequate

Current Actions	Due Date	Responsibility	Status of Actions	Comments
Develop a standard building inspection checklist to ensure annual works are budgeted and completed.	30-Dec-25	MDP	Checklist from consultant implemented	A further review is planned in early 2026
Complete the review of the Municipal Heritage Inventory	30-Jun-26	MDP	Review has commenced.	Submission period closed.
Develop a standard airport inspection checklist to ensure all items are checked and documented on a regular basis.	30-Jun-25	EMI	Existing inspection checklist will be imported to Skytrust in Dec 2025 for future use.	Currently undertaken by Rangers, training to be provided to assess surface conditions as part of their regular inspections.
Increase use of Skytrust system to guide and record planned asset inspections.	30-Jun-26	MOCS	Planned.	
Implement a marine asset inspection and preventative maintenance program.	30-Jun-26	MOCS	Program has been developed with Jetty Condition Report and Risk Assessment.	

Business and Community Disruption

Nov-25

Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating
Failure to adequately prepare and respond to events that cause disruption to the local community and / or normal business activities.	Includes: • inadequate emergency response and business continuity plans • lack of emergency response training for specific individuals • failure in command and control functions.	Includes: • natural disasters • terrorism, criminal behaviour • epidemic/pandemic • loss of suppliers • loss of key staff • extended utility outage.	Moderate	Possible	Moderate

Controls Assurance

Key Controls	Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Local Emergency Management Arrangements & Recovery Plans	Recovery	Adequate	CESC	Yes		Plans are regularly reviewed and updated. Current index of contact details require updating following staff changes.
Regular Local Emergency Management Committee meetings	Detective	Effective	CESC	Yes	N/A	Meetings scheduled quarterly.
Business Continuity Framework	Preventative	Inadequate	EMCS	Yes	2019	Plan developed in conjunction with LGIS remains a sound guide in the event of major disruption but requires updating and revision predominantly to note staff changes and IT supplier changes rather than process changes.
Firebreak and fuel load inspections/enforcement	Detective	Effective	CESC	Yes	Jul-05	Bushfire Risk Management Plan complete and Mitigation Burning Program in place. Current network is viewed as effective.
Fire Warden training	Preventative	Adequate	Work Health and Safety Officer (WHS Officer)	No	2024	Evacuation maps and muster points in place at all facilities. Internal group last met in June 2024. Fire Warden group to be reviewed and Chief appointed following EMI resignation.
Debriefing and reviewing incidents	Detective	Adequate	Emergency Management Team (EMT)	Yes	N/A	EMT reviews all incident reports and documents findings or changes required through standing EMT agenda item.
Bushfire Risk Management Plan	Preventative	Adequate	CESC	Yes		Bushfire Risk Management Plan complete and mitigation burning program rolling out. Current network is viewed as effective.
Overall Control Ratings:		Adequate				

Current Actions	Due Date	Responsibility	Status of Actions	Comments
Update Business Continuity Plan with latest staff information, role alignment and document the significant changes made to our IT network.	30/06/2026	EMCS	Business Continuity Plan requires updating.	New IT supplier is in place and has undertaken a number of system improvements to establish resilience for our IT network. BCP document still to be finalised detailing the new IT arrangements and security measures.
LEMA Document to be updated.	30/06/2026	MOCS	TBC	Non-endorsed version to be published December 2025
Fire Warden training needs review, and annual practice undertaken .	30/06/2026	HR	TBC	

Community Engagement						Jan-25
Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating	
Failure to maintain effective working relationships with the Community (including local Media), Stakeholders, Key Private Sector Companies, Government Agencies and / or Elected Members. This includes activities where communication, feedback or consultation is required and where it is in the best interests to do so	Includes: • responding to access and inclusion issues • strategic planning initiatives • local planning initiatives • club development.	Includes: • relationship breakdowns with community groups • inadequate documentation or procedures • miscommunication • inadequate involvement with or support of community groups.	Moderate	Rare	Low	
Controls Assurance						
Key Controls	Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Community Engagement Plan	Preventative	Adequate	EMCS/Manager Customer and Community Services (MCCS)	Yes	2015	Community Engagement Plan has not been updated since 2015 however it has been superseded by Community Engagement Policy and Customer Service Charter.
Community-based Committees, forums and workshops	Preventative	Effective	EMCS/MCCS	Yes	2024	Council and community representation is implemented for single project and ongoing working groups. Guide to levels of engagement within the Community Engagement Policy informs level of appropriate consultation.
Customer service charter	Detective	Adequate	MCCS	Yes	2019	Document last revised and updated in 2019. Ongoing monitoring required if possible for response times.
Public notices, local papers, website communication	Preventative	Adequate	MCCS	No		No process or procedure to guide the development of public notice and website communication, instead previous versions are used as templates. Regular Shire matters produced in addition to other contributions to local newspapers.
Social media platforms - Click for link to latest procedure.	Preventative	Inadequate	MCCS	Yes		Process map was previously developed but requires review and re-implementation to ensure consistency of content production. Facebook guidelines exist but are outdated.
Support for local community groups	Preventative	Adequate	MCCS	No		Process not documented in isolation but covered by many other staff roles, objectives etc.
Overall Control Ratings:		Adequate				
Current Actions	Due Date	Responsibility	Status of Actions	Comments		
Remove Community Engagement Plan references, align to Council Community Engagement Policy	June 30 2025	MCCS	Completed. November 2025.			
Complete the review of the Social Media Posting Map	June 30 2026	MCCS	MCCS to begin drafting.	Overdue for completion, however low risk associated with this.		

Compliance					Nov-25	
Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating	
Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This includes, new or proposed regulatory and legislative changes, in addition to the failure to maintain updated internal & public domain legal documentation.	Includes: • Local Government Act • Planning and Development Act • Health Act • Freedom of Information Act • Building Act.	Includes: • lack of staff training and awareness • high staff turnover • inadequate record keeping and electronic systems • ineffective policies and processes • lack of legal expertise.	Major	Unlikely	Moderate	
Controls Assurance						
Key Controls	Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Audit and Risk Committee	Preventative	Inadequate	EMCS	Yes	Aug-24	Terms of Reference require updating along with appointment of independent chair in line with incoming legislative changes.
Compliance Calendar	Preventative	Adequate	EMCS	Yes	2023	Last updated in 2023 however significant changeover of internal corporate services team has occurred. Training and refamiliarization is required.
External audit	Detective	Effective	EMCS	Yes	N/A	Undertaken by Auditor General annually.
Financial Management Reviews	Detective	Adequate	CEO	Yes	2023	Financial Management Review undertaken in 2023.
Compliance Audit Return	Detective	Effective	EMCS	Yes	N/A	Completed annually in accordance with legislation.
Councillor/Staff Induction Process	Preventative	Adequate	HR	Yes	2025	Induction documentation is up to date. Induction components now implemented as part of Skytrust package.
Disability inclusion plan	Detective	Effective	MCCS	Yes	2025	Recently reviewed and included as part of Community Development Plan.
Tender and procurement process	Preventative	Effective	CEO	Yes	2024	Improvements made on the previous policy following guidance from Moore Australia post FMR.
DWER Waste Facility Licensing Requirements	Preventative	Adequate	Coordinator Infrastructure Administration	Yes	N/A	Waste Facility License is currently being renewed with DWER.
Three year Legislative review of compliance (Reg17)	Detective	Adequate	CEO	Yes	2023	Review conducted by Moore Australia in 2023.
Training in FOI Processes	Preventative	Inadequate	EMCS	No	N/A	There is currently a lack of trained staff to undertake FOI enquiries. Requests require oversight from CEO to complete.
Overall Control Ratings:		Adequate				
Current Actions	Due Date	Responsibility	Status of Actions	Comments		
Undertake staff training on statutory requirements for tender process and register.	30-Jun-25	CEO	Procurement training to be designed following the updates to the Purchasing and Tender policy.			
Distribute updated Local Panel of Suppliers information to staff.	30-Jun-25	EMI	Complete	Complete		
Develop a process to guide the utilisation of the Fines Enforcement Registry.	No date set	EMCS	Not currently prioritised, FER processes are generally managed by the Shire's debt collectors or lawyers.			
Provide staff training for Freedom of Information Processes	30-Jun-26	EMCS	No action to date. 2 Corporate Services staff should undertake training on processing applications.	To be scheduled.		

Document Management

Nov-25

Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating
Failure to adequately capture, store, archive, retrieve, provide or dispose of documentation.	Includes: • contact lists • procedural documents, personnel files, complaints • applications, proposals, forms or documents • contracts.	Includes: • database/document corruption or loss • inadequate access and/or security levels • inadequate storage facilities • outdated record keeping practices.	Moderate	Unlikely	Moderate

Controls Assurance						
Key Controls	Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Electronic records management system	Preventative	Adequate	EMCS	Yes	2022	The record keeping plan was last updated in 2022. Next review is due in 2027 as per the State Records Office Coordinator of records currently digitising old building plans. Records training is required for multiple staff due to turnover impacts.
Document Disaster Recovery Plan	Recovery	Adequate	EMCS	Yes	2022	Current plan up to date.
Website content management	Preventative	Inadequate	MCCS and ES	No	N/A	No internal procedure or process to inform consistency in website content management. To be developed at next website refresh.
Document security (physical and electronic)	Preventative	Adequate	EMCS	Yes	2022	Updates to electronic access permissions completed in 2025. IT Supplier changeover has also improved security and compliance with Essential 8 protocols.
Ongoing document management training and education	Preventative	Inadequate	EMCS and Records Officer	No	N/A	No policy is in place which addresses training and upskilling staff in records management. This is undertaken by external consultant on an ad hoc basis.
Archive storage facility	Preventative	Adequate	EMCS and Coordinator of Records	No	N/A	Guidance surrounding archive storage facility procedure to be incorporated into record keeping policy.
Overall Control Ratings:		Adequate				

Current Actions	Due Date	Responsibility	Status of Actions	Comments
Develop procedures and checklist for website content management to ensure compliance with legislation. Website currently being updated.	30-Jun-26	MCCS and ES	Website refresh currently being scoped, new legislative requirements for contract registers etc to be incorporated.	Progress in website updates have been actioned. Documented processes to be developed following refresh with supplier.
Develop and deliver document management training modules.	31-Dec-25	EMCS	External training provider to be procured towards end of 2025.	Not completed due to ERP changeover.
Develop an archive storage facility procedure. Disposal authority update required, external consultants currently assisting.	31-Dec-26	Records Officer	Update the Shire's records policy with the correct procedure for the archiving of records at Depot archive storage facility.	Action deferred by 12 months due to staff turnover and ERP system change.

Employment Practices

Nov-25

Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating
Failure to effectively manage and lead human resources.	Includes: • breaching employee regulations, • discrimination, harassment and bullying, • key person dependencies without effective succession planning.	Includes: • leadership failures, • poor internal communication, • ineffective performance management processes, • limited staff availability - labour market conditions.	Moderate	Unlikely	Moderate

			Controls Assurance			
Key Controls	Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Human Resource Framework	Preventative	Effective	HR	Yes	2025	Comprehensive suite of HR internal employee policies and procedures.
Employee Assistance Program	Recovery	Adequate	HR	No	N/A	Supported by EAP through LGIS although model continues to be reduced in terms of scope and ease of access.
Recruitment and selection processes	Preventative	Effective	HR	Yes	2021	Comprehensive suite of HR internal employee policies and procedures.
Ongoing staff training and education program	Preventative	Adequate	HR/WHS	No	N/A	Currently, staff work with their managers to identify training opportunities. New workforce plan sets targets for professional development expenditure.
Performance Review Process	Detective	Adequate	HR	Yes	2021	Comprehensive suite of HR internal employee policies and procedures.
Probation checklist	Detective	Effective	HR	Yes	2025	Updated and now supported by new Onboarding Plans.
Exit interview and process	Recovery	Effective	HR	Yes	2021	Comprehensive suite of HR internal employee policies and procedures.
Addressing contemporary workplace risks - Psychosocial Hazards, difficult customers.	Preventative	Inadequate	HR	No	N/A	Training in modern workplace hazards required to adequately plan for and address new risk areas.
Staff Housing Strategy	Preventative	Inadequate	CEO / EMDS	No	N/A	The current housing shortage is impacting existing and potential staff members limiting the HR capacity of the Shire.
Workforce planning	Preventative	Adequate	CEO	Yes	2024	Draft complete. Council workshop undertaken at November OCM.
Overall Control Ratings:		Adequate				

Current Actions	Due Date	Responsibility	Status of Actions	Comments
Finalise Workforce Plan - 2025 - 2030.	30-Jun-25	CEO	CEO currently developing new workforce plan.	Recent staff turnover warrants detailed business unit and task review.
Undertake employee satisfaction and culture survey. (Subject to budget provision).	30-Dec-25	HR	HR to undertake survey when resources are provided in annual budget.	Item deferred due to competing priorities.
Develop a Housing Strategy	30-Dec-26	EMDS	A staff housing strategy should be incorporated in the Shire's overall housing strategy.	Housing Strategy to be completed in 25/26 Financial Year.
Coordinate training for contemporary workplace risks - psychosocial hazards, difficult customers.	30-Dec-26	HR	No training undertaken on this to date. Code of Conduct remains primary tool for managing internal behaviour.	To be completed.

Environment					Nov-25	
Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating	
Inadequate prevention, identification, enforcement and management of environmental issues.	Includes: • lack of adequate planning and management of coastal erosion issues, • failure to identify and effectively manage contaminated sites, • illegal dumping and clearing.	Includes: • inadequate management of landfill sites, • inadequate local laws and planning schemes, • inadequate reporting and oversight frameworks, • competing land use.	Major	Possible	High	
		Controls Assurance				
Key Controls	Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Environmental management compliance (Strategic)	Preventative	Adequate	EMDS	Yes	LPF RoR 2023	Local Planning Framework (LPF) Report of Review (RoR) adopted by Council in November 2023 and accepted by WAPC in February 2024. Local Planning Scheme Review will include recommendations from Local Planning Strategy 2020, followed by Local Planning Policy review. LPF provides framework for management of development impact.
Environmental management compliance (Regulation)	Preventative	Adequate	MDP, PEHO	Yes	Status Report to Council monthly, CRMS	Complaints re. unlawful development, i.e. clearing, sand drift, contamination etc. addressed by responsible officers as complaint received. Compliance Policy adopted by Council in June 2024.
Landfill/waste transfer station management	Preventative	Adequate	Coordinator Infrastructure Administration	No	N/A	Jurien landfill is regularly audited by DWER. Compliance operations are managed by experienced staff member. Secondary sites are contracted out with the exception of Cervantes transfer station. No policies and procedures have been documented. New licensing currently underway requiring installation of water monitoring bores.
Support and work with environmental & land care groups	Preventative	Adequate	Various staff members	No	N/A	Ongoing partnerships with local land care groups in place. Environmental grant is also in place which supports environmental and landcare groups.
Street litter collection	Preventative	Adequate	Coordinator Infrastructure Administration	No	N/A	Regular street collections required given windy environment. Documenting the process considered a low priority.
Weed control (use of Glyphosate/alternative treatments)	Preventative	Adequate	EMI	Yes	2016 (SDS), 2025 (SWMS)	Safety Data sheets provide safety guidance for herbicide use. Safework method also in place.
Coastal Hazard Risk Management Adaptation Plan (CHRMAP)	Preventative	Adequate	MDP	Yes	CHRMAP 2019, CAI 2023	Cervantes and Jurien Bay are at risk of coastal erosion and inundation. Shire adopted a CHRMAP in 2019 and endorsed a Coastal Adaptation Investigation (CAI) in 2023 in accordance with SPP 2.6 - State Coastal Planning Policy and supporting guideline documents. Both documents provide a plan for implementation of recommended coastal adaptation options to 2110. Ongoing Coastal monitoring implemented.
Coastal access management (Coastal Tracks Masterplan & Implementation)	Preventative	Adequate	CEP	Yes	N/A	Masterplan Completed. Project now moving to implementation stage.
Bushfire Risk Management Plan	Preventative	Effective	MOCS	Yes	2025	Bushfire Risk Management Plan up to date and endorsed by OBRM.
Overall Control Ratings:		Adequate				
Current Actions	Due Date	Responsibility	Status of Actions	Comments		
Ensure that waste facility licenses are up to date and complied with. Develop policies and procedures to support the operations of landfill and waste sites within the Shire.	30-Jun-25	EMI, CIS, MOCS	Ongoing activities in place to improve landfill operations, planning and compliance. GHD currently engaged to facilitate activities at Jurien Bay landfill site. Initiatives such as the EcoBatt Li-Ion collection, E-waste recycling and Hazardous Waste collection facilities at JB Tip expected to be advertised and effective by early 2026	Work to date has focussed on updating licensing and gaining approval for the use of the new landfill cell. GHD currently assisting with DWER processes.		
Complete LPF Review (Local Planning Scheme and Policy review)	LPS - 2025, LPP - 2026	EMDS, MDP	Report of Review completed. Local Planning Scheme (LPS) review underway. Local Planning Policy (LPP) review to commence subsequently.	Underway		
Complete Coastal Tracks Masterplan	30-Jun-25	CEP	Complete	Complete		
Coastal Tracks Masterplan Implementation	30-Jun-26	CEP	Workplan development to commence July 2025.	Underway		

External Theft and Fraud

Nov-25

Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating
Loss of funds, assets, data or unauthorised access by external parties, through any means, for the purposes of fraud, malicious damage and theft.	Includes: • benefit or gain by deceit, • hacking, deleting, breaking or reducing the integrity or performance of systems, • stealing of data, assets or information..	Includes: • inadequate security of equipment, supplies and cash, • cyber crime, • lack of supervision, • collusion with internal staff.	Moderate	Unlikely	Moderate

Controls Assurance						
Key Controls	Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Building security access controls (keys, proxy card, monitored alarms, CCTV, keypad access)	Preventative	Adequate	PPBO	No	2025	Electronic access and CCTV systems recently renewed for administration building.
Accounts Payable Process	Preventative	Adequate	Accountant	Yes	2025	New Vendor payments procedure developed which outlines appropriate verification and segregation of duties processes.
Record of assets	Recovery	Adequate	Accountant	Yes	2025	Fixed Asset Register up to date and process is documented in Accountant's manual. Portable and attractive register outdated and procedure requires updating.
Cash handling	Preventative	Adequate	Accountant	Yes	2024	New cash handling procedure developed which outlines appropriate verification and segregation of duties processes. Primary source of past cash - Sandy Cape - now converted to fully digital payment system.
Depot security access controls	Preventative	Adequate	EMI	No	N/A	Controls for depot security access are in place but not documented i.e. automatic gates used at the Jurien Depot, manual locking at the Dandaragan depot, portable and attractive goods locked up in secure spaces.
Security patrols	Preventative	Adequate	EMC	No	N/A	Ad hoc security patrols provided by Ranger services within operational hours.
IT Security	Preventative	Adequate	EMCS	Yes	2025	Security arrangements have recently been implemented by new IT Supplier in accordance with Essential 8 requirements.
Contractor/Visitor Sign In	Preventative	Inadequate	PPBO	No	N/A	While a visitor sign in book is utilised, a formal process is not documented for when visitors and contractors visit the Shire. The risks associated with visitors are mitigated by site

Overall Control Ratings:	Adequate
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Current Actions	Due Date	Responsibility	Status of Actions	Comments
Update the Portable and Attractive Assets register and associated procedures.	30-Jun-25	EMCS	Assistant Accountant to continue digitisation of the register in January 2026.	Works still underway due to competing workloads.
Develop a documented risk assessment for the arrival and escorting of visitors. Make determinations on when sign-in "must" be used.	30-Jun-25	MDP	No progress to date due to competing priorities.	Overdue, however overall risk impact is low given current practices.

Management of Facilities, Venues and Events

Nov-25

Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating
Failure to effectively manage the day to day operations of facilities, venues and events.	Includes: • poor crowd control, • ineffective signage, • booking issues, • inadequate oversight of provision of peripheral services (e.g. cleaning and maintenance).	Includes: • double bookings, • illegal and/or excessive alcohol consumption, • difficulty accessing facilities and venues, • failed chemical/health requirements.	Major	Unlikely	High

Key Controls		Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Booking Systems		Preventative	Effective	MCCS	Yes	2024	SpacetoCo currently hosting all Shire based online bookings. Community Recreation facility bookings are managed by community groups.
External Event Management Program		Preventative and Detective	Adequate	MCCS	No	N/A	Community members are required to complete a public application form which is then reviewed. No documented process to guide decision making however the form provides necessary information to mitigate risks.
Internal Event Management Program		Preventative and Detective	Adequate	MCCS	Yes	2024	Staff required to fill out a project plan for event management which includes outlining risk and mitigation strategies.
Insurance for loss		Recovery	Adequate	MCCS	No	N/A	Insurance policies regularly reviewed and implemented. No set policy on when insurance policies are reviewed.
Ongoing management and inspection of high risk public assets - e.g. Jurien Jetty, pontoons. Implement key risk treatments.		Preventative and Detective	Inadequate	MOCS	Yes	2025	Jetty Risk Assessment and Condition Report recently completed. New risk treatments to be completed.
Lease agreements for Shire facilities		Preventative	Adequate	MCCS/CDO	Yes	2024	Lease template used to guide establishment of leases for Shire facilities. Lease register tracks expiry date of leases and has recently been updated.
Overall Control Ratings:			Adequate				

Current Actions	Due Date	Responsibility	Status of Actions	Comments
Maintain an up to date leases register and monitor annual lease obligations and CPI increases.	31-Dec-24	Assistant Accountant	Complete.	Complete
Maintain regular risk assessment and condition reports for the Jurien Bay Jetty and pontoon. Implement risk treatments to improve public safety.	30-Nov-25	MOCS	Complete.	Complete

IT, Communication Systems and Infrastructure

Nov-25

Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating
Instability, degradation of performance, or failure of IT, communication systems and infrastructure causing the inability to continue business activities and provide services to the community.	Includes failures or disruptions caused by: • hardware or software, • networks, • failure of IT vendors.	Includes: • power outage onsite at service provider, • non-renewal of licenses, • outdated hardware or software, • cyber crime and viruses.	Moderate	Possible	Moderate

Controls Assurance						
Key Controls	Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
IT security access protocols and infrastructure security	Preventative	Adequate	EMCS / EMI	Yes	2024	New IT Supplier has implemented a range of security and hardware improvements to address security risks and Essential 8 compliance requirements.
Data back-up systems	Recovery	Adequate	EMCS / EMI	No	N/A	Automated system function with failure reporting. Systems are cloud based to avoid local site failures.
Vendor support program	Preventative	Adequate	EMCS / EMI	Yes	2023	New IT supplier in place. Performing significantly better than previous.
Communications Infrastructure	Preventative	Adequate	EMCS / EMI	Yes	2023	Effective systems currently in place.
IT Disaster Recovery Plan	Recovery	Inadequate	EMCS / EMI	No	N/A	A records disaster management plan exists but there is not IT disaster recovery plan in place which will rely on external IT support to be engaged promptly in the event of major incident. .
Performance monitoring	Detective	Adequate	EMCS	No	N/A	Monitored externally by IT Supplier.
Backup Power Services	Recovery	Adequate	EMCS	No	N/A	Limited backup power services in place. Cloud services minimises risk. MOCs is currently investigating opportunities to implement plug-in generator systems to support emergency response.
Overall Control Ratings:		Adequate				

Current Actions	Due Date	Responsibility	Status of Actions	Comments
Instruct IT providers to complete an IT Disaster Recovery Plan	30-Jun-26	EMCS / EMI	To be assigned to Avantgarde to complete.	This has been considered previously, however the immediate action following a major incident will be the engagement of the external supplier to provide continuity of access to the remotely hosted server environments.
Ensure completion of Essential 8 Implementation with Avantgarde	31-Dec-25	EMI	Complete - IT Supplier transition complete.	

Misconduct					Nov-25	
Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating	
Intentional activities in excess of authority granted to an employee which disregard endorsed policies, procedures or delegated authority	Includes instances of: • relevant authorisations not obtained, • distributing confidential information, • theft, • inappropriate use of plant, equipment of machinery.	Includes: • delegated authority process inadequately implemented, • inadequate training of cod of conduct, • lack of internal checks, • collusion between internal and external parties.	Moderate	Unlikely	Moderate	
Controls Assurance						
Key Controls	Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Induction Process (Code of Conduct)	Preventative	Adequate	HR	Yes	2025	All new staff and councillors are provided with the Code of Conduct as part of their induction and are required to sign and confirm receipt and agreement.
IT Security Access	Preventative	Adequate	EMCS / EMI	No	N/A	Staff required to have password for logon to their computers and have an authentication application to access their account externally. Managed by Bridged as part of the services delivered.
Segregation of Duties	Preventative	Adequate	EMCS	Yes	Ongoing	Segregation of duties is outlined in various Shire policies including the cash handling policy. SoD is externally audited and reviewed by Auditor General.
Authorisation control - Authority	Preventative	Adequate	HR	Yes	2024	Delegations register endorsed by Council in February 2025. Register reviewed, updated and presented to Council annually.
Cash handling management	Preventative	Effective	EMCS	Yes	2024	New cash handling procedure drafted. Cash handling has also been further enhanced by the removal of cash from the Sandy Cape bookings process.
Purchasing card management	Preventative	Effective	EMCS	Yes	2024	New purchasing card policy endorsed by Council June 2024.
Asset Stocktakes/Stock Control	Detective	Adequate	Relevant managers	No	N/A	No stocktake policy document. Each business area coordinate stocktakes i.e. library annually, as deemed necessary.
Tender and procurement process	Preventative	Adequate	CEO	Yes	2024	Purchasing and tender policy is well documented. Purchasing is supported with external agents in complex procurement.
Working with children checks	Preventative	Inadequate	MCCS	No	N/A	No formal process for identifying when WWCC are required. Generally considered a part of event approval process, relying on staff expertise to make a determination on whether one is needed or not.
Social media policy	Preventative	Adequate	HR	Yes	2024	All new staff are provided with the Social Media policy as part of their induction and are required to sign and confirm receipt and agreement.
Overall Control Ratings:		Adequate				
Current Actions	Due Date	Responsibility	Status of Actions	Comments		
Develop a process to guide WWCC request process.	30-Jun-25	MCCS	MCCS working on the process.	No action to date due to competing priorities. WWCC implemented as determined necessary by management		
Formalise a stocktake policy/procedure.	30-Jun-25	EMI & EMCS	Discussions to begin in new financial year.	No action to date due to competing priorities and low levels of stock value.		

Safety and Security Practices

Nov-25

Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating
Non-compliance with the Work Health and Safety Act 2020, associated regulations and standards.	Includes the inability to ensure the physical security requirements of staff, contractors and visitors.	Includes: <ul style="list-style-type: none"> • lack of appropriate PPE/equipment, • inadequate security measures in place for buildings, depots and other places of work, • poor storage and use of dangerous goods, • inadequate or unsafe modifications to plant and equipment. 	Major	Possible	High

Key Controls		Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Contractor inductions		Preventative	Adequate	WHS Officer	Yes	2024	Contractor Induction Checklist reviewed 2024 and in new Skytrust system
Employee Induction		Preventative	Adequate	WHS Officer	Yes	2024	Employee Induction Checklist reviewed 2024 and in new Skytrust system
Internal Emergency Management Framework		Preventative	Adequate	MOCS	Yes	2021	Local Emergency Management Arrangements document signed off in 2021. Document review date is 15 March 2026. Includes an evacuation plan, recovery plan and communications plan.
WHS Committee		Preventative	Adequate	CEO	No	N/A	Safety Working Group scheduled to meet regularly however was impacted by staff turnover and lack of workforce nominations to the SWG. New WHS officer has recently undertaken HSR training.
Asbestos Register and Procedures		Preventative/Detective	Effective	WHS Officer/PEHO	Yes	2023	Landfill Asbestos Register maintained. Asbestos Management Plan last updated in 2023 which outlines the Shire's policy and responsibilities.
Drug and Alcohol usage, fitness for work checks		Preventative	Effective	HR	Yes	2020	Fitness for Work procedure outlines the Shire's zero tolerance approach.
Duress alarm		Recovery	Adequate	WHS Officer	No	N/A	Duress alarm at the administration centre has been removed. 2 receptionists now staff the front counter providing opportunity for help requests.
Incident and hazard reporting		Detective	Adequate	WHS Officer	Yes	Ongoing	Incident/Hazard reporting and investigation procedure exists. Requires ongoing review to ensure it remains current and appropriate.
Hazardous substances and dangerous goods registers		Detective	Inadequate	WHS Officer	No	N/A	Registers are maintained on site however recent inspections located some chemicals without MSDS.
LGIS WHS / Safety Audit /Workplace inspections		Detective	Adequate	WHS Officer	No	N/A	Regular inspections conducted by internal staff member, HSR, and LGISWA.
Pre-start plant and light vehicle inspections		Preventative	Adequate	WHS Officer	Yes	Ongoing	Prestart Plant and Depot vehicles are captured in the Skytrust system.
Overall Control Ratings:			Adequate				

Current Actions	Due Date	Responsibility	Status of Actions	Comments
Review Local Emergency Management Arrangements document and update if required.	30-Jun-25	Emergency Management Coordinator	Work commenced	
Ensure that hazards and incident reports are recorded in Skytrust and addressed by appropriate levels of management in a timely manner.	Ongoing	WHS Officer	Complete as part of Skytrust.	Complete
Ensure hazardous substances safety data sheets and dangerous goods registers exist at all workplaces within the Shire. Confirm this is now covered by Skytrust.	30-Jun-25	WHS Officer	Work commenced	Commenced upload of safety data sheets into Skytrust. Will be completed as part of LGIS 3 Steps to Safety Service Agreement

Supplier and Contract Management

Nov-25

Key Risk	Scope	Potential Causes	Measure of Consequence	Measure of Likelihood	Overall Risk Rating
Inadequate management of external Suppliers, Contractors, IT Vendors or Consultants engaged for core operations.	Includes: • supply issues, • concentration issues, and • vendor sustainability.	Includes: • insufficient funding, • inadequate tendering process, • lack of planning, and • ineffective monitoring of deliverables.	Moderate	Possible	Moderate

			Controls Assurance			
Key Controls	Type	Control Rating	Control Owner	Control is documented?	Control review last conducted?	Comments
Procurement Management	Preventative	Effective	EMCS	Yes	2022	Procurement policies and procedures exist to support the Shire's procurement including 1.1 C1-PAT01. Policy is due for review.
Contract Management	Preventative	Adequate	Assistant Accountant	No	N/A	Lease and contracts register recently updated and maintained by assistant accountant.
Supervision of contractors onsite	Detective	Adequate	EMI/Various	No	N/A	Supervision on building projects is generally completed Post works rather than supervising contractors directly. Supervision on Civil Works is carried out by team leaders. No formal process considered necessary.

Overall Control Ratings:	Adequate
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Current Actions	Due Date	Responsibility	Status of Actions	Comments
Update Purchasing Policy	30-Jun-26	EMCS	Policy review forecast in 2026.	
Ensure that leases and contracts register is maintained and updated.	31-Dec-24	Assistant Accountant	Complete	Latest update completed in 2025 by Cobus.