



# APPENDICES

## AUDIT & RISK COMMITTEE MEETING

To Be Held

Wednesday, 11<sup>th</sup> December 2024  
Commencing at 2.00pm

At

Shire of Dardanup  
ADMINISTRATION CENTRE EATON  
1 Council Drive - EATON

This document is available in alternative formats such as:

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Upon request.

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Regulation 17 Triennial Review – December 2024 Update Report

RISK THEME PROFILE:

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

RISK ASSESSMENT CONTEXT: Strategic

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Failure to fulfil obligations pursuant to the <i>Local Government (Audit) Regulations 1996</i> , Regulation 17.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Council's reputation could be seen in a negative light for not adhering to its requirement to fulfil duties and functions that are prescribed in legislation.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.



**AUDIT AND RISK COMMITTEE – 2024 ANNUAL AUDIT WORK PLAN**

(Appendix AAR: 10.2A)

<b>FUNCTIONS, RESPONSIBILITIES &amp; ASSOCIATED ACTIVITIES</b>	<b>13 Mar 24</b>	<b>* Apr/ May 24</b>	<b>12 Jun 24</b>	<b>11 Sep 24</b>	<b>11 Dec 24</b>
<b>5. Financial Reporting</b>					
Consider and recommend adoption of the Annual Financial Report to Council.					●
<b>6. External Audit (OAG)</b>					
Audit Entrance Meeting with Chair and Deputy Chair as representatives of the Audit and Risk Committee, Management and Council Auditors.		*			
To meet with the auditor, at least once per year without management present (closed door session). The Committee will discuss matters relating to the conduct of the audit, including any difficulties encountered, restrictions on scope of activities or access to information, significant disagreements with management and adequacy of management responses.					●
Examine the reports of the auditor to – i.) determine if any matters raised require action to be taken by the local government; and ii.) ensure that appropriate action is taken in respect of those matters.					●
Audit Exit Meeting with Audit and Risk Committee, Management and Council Auditors. To meet with the auditor, once in each year and provide a report to Council on the matters discussed and the outcome of those discussions.					●
To consider that relevant mechanisms are in place to review and implement, where appropriate, issues raised in OAG better practice guides and performance audits of other State and local government entities.	●		●	●	●
<b>7. Regulation 17 Triennial Review (report next Due: March 2024)</b>					
To consider the CEO's triennial review on risk management,	●	3			

**AUDIT AND RISK COMMITTEE – 2024 ANNUAL AUDIT WORK PLAN**

(Appendix AAR: 10.2A)

FUNCTIONS, RESPONSIBILITIES & ASSOCIATED ACTIVITIES	13 Mar 24	* Apr/ May 24	12 Jun 24	11 Sep 24	11 Dec 24
internal control and legislative compliance.					
Set the action plan arising from auditor recommendations from the Regulation 17 review.	●				
Receive an update on the action plan arising from auditor recommendations from the <b>2023-2024</b> Regulation 17 review (until all action items are completed).			●	●	●
8. Financial Management Systems Triennial Review (report next Due: March 2025)					
To consider the Financial Management Systems Review required every three years under Regulation 5 of the Local Government (Financial Management) Regulations 1996, and report to Council the results of that review.	Not Applicable – next due 2025				
Set the action plan arising from auditor recommendations from the Financial Management Systems Review.	Not Applicable – next due 2025				
Receive an update on the action plan arising from auditor recommendations from the Financial Management Systems Review.	Not Applicable – next due 2025				
9. Governance Health & Financial Sustainability Review					
To consider the Governance Health and Financial Sustainability Review, and report to the Council the results of that review when undertaken.	Discretionary item – next due for consideration 2027-2028				
Set the action plan arising from the recommendations from the review.	Discretionary item – next due for consideration 2027-2028				
Receive an update on the action plan arising from the recommendations from the review.	Discretionary item – next due for consideration 2027-2028				
Undertake an independent external assessment of the Committee. This assessment may be included in the scope of the Governance Health and Financial Sustainability Review.	Discretionary item – next due for consideration 2027-2028				
10. Information Systems Security Audit					
Receive the audit report arising from the 2 yearly Information Systems Security Audit.		4			●

(Appendix AAR: 10.2A)

**AUDIT AND RISK COMMITTEE – 2024 ANNUAL AUDIT WORK PLAN**

FUNCTIONS, RESPONSIBILITIES & ASSOCIATED ACTIVITIES	13 Mar 24	* Apr/ May 24	12 Jun 24	11 Sep 24	11 Dec 24
Report Next Due: 31-12-2024					
Set the action plan arising from the recommendations from the Information Systems Security Audit. Report Next Due: 31-12-2024					●
Receive an update on the action plan arising from the recommendations from the 2024 Information Systems Security Audit.	Not Applicable – next due 2025				
11. Business Continuity Plan (report next Due: September-2024)					
To consider the Business Continuity Plan (including disaster recovery) review every 2 years (or after a major event or incident). Current Plan reviewed: EMT 27-09-2022				●	
Receive a summary report on the testing of the Business Continuity Plan after each test exercise.				●	

*\* A minimum of four meetings per annum is required, however an additional meeting may be scheduled for April/May 2024 that serves as an audit entrance meeting with Council's appointed Auditors, Chair and Deputy Chair as representatives of the Audit and Risk Committee and management.*

(Appendix AAR: 10.2B)

RISK ASSESSMENT TOOL									
OVERALL RISK EVENT:		Confirmation of Completed Committee Responsibilities for 2024							
RISK THEME PROFILE:		3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)							
RISK ASSESSMENT CONTEXT:		Operational							
CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL			
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING	
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required	Not required.	Not required.	Not required.	
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required	Not required.	Not required.	Not required.	
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.	
LEGAL AND COMPLIANCE	Not confirming the committees responsibilities that have been completed would not be in line with the recommendations from the Auditor General’s publication (Better Practice Guide), or the Audit and Risk Committee Charter.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.	
REPUTATIONAL	Council’s reputation could be seen in a negative light for not adhering to the functions of the Charter or the Better Practice Guide.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.	
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.	

CONSEQUENCE CATEGORY		RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
			CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
PROPERTY		No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

(Appendix AAR-10.2B)



(Appendix AAR: 10.3)

RISK ASSESSMENT TOOL

<b>OVERALL RISK EVENT:</b> 2025 Annual Audit Work Plan								
<b>RISK THEME PROFILE:</b>								
3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)								
<b>RISK ASSESSMENT CONTEXT:</b>		Operational						
CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Not considering the Annual Work Plan would not be in line with the Audit and Risk Committee Charter.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Council's reputation could be seen in a negative light for not adhering to the Audit and Risk Committee Charter.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

## RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Biannual Risk Management Dashboard Report

## RISK THEME PROFILE:

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

RISK ASSESSMENT CONTEXT: Strategic

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Failure to fulfil compliance obligations pursuant to the Local Government (Audit) Regulations 1996, Regulation 17.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Council's reputation could be seen in a negative light for not adhering to its requirement to fulfil duties and functions that are prescribed in legislation.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

## RISK ASSESSMENT TOOL

**OVERALL RISK EVENT:** Western Australian Auditor General – Schedule of Reports

**RISK THEME PROFILE:**

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

**RISK ASSESSMENT CONTEXT:** Strategic

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Not considering the risks, controls and recommendations arising from the Auditor General's report could have an impact on Council not meeting its compliance requirements.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Council's reputation could be seen in a negative light for not adhering to its requirement to fulfil duties and functions that are prescribed in legislation.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.



Report 7: 2024-25 | 27 November 2024

**FINANCIAL AUDIT**

# WA Student Assistance Payment – Controls Review



**Office of the Auditor General  
for Western Australia**

**Audit team:**

Grant Robinson  
Mark Ambrose  
Reagan Lau  
Kasheeban Sureshan  
Information Systems Audit team  
Forensic Audit team  
Technical and Audit Support team

National Relay Service TTY: 133 677  
(to assist people with hearing and voice impairment)

We can deliver this report in an alternative format for  
those with visual impairment.

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ISSN: 2200-1913 (print)  
ISSN: 2200-1921 (online)

***The Office of the Auditor General acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present.***

WESTERN AUSTRALIAN AUDITOR GENERAL'S REPORT

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**WA Student Assistance Payment – Controls  
Review**

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Report 7: 2024-25  
27 November 2024

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**THE PRESIDENT  
LEGISLATIVE COUNCIL**

**THE SPEAKER  
LEGISLATIVE ASSEMBLY**

**WA STUDENT ASSISTANCE PAYMENT – CONTROLS REVIEW**

This report has been prepared for submission to Parliament under the provisions of sections 24 and 25 of the *Auditor General Act 2006*.

This audit looked at the Department of Education's administration of the Western Australian Student Assistance Payment scheme and assessed if the funds were distributed appropriately and in a timely manner to eligible recipients.

I wish to acknowledge the Department's staff for their cooperation with this audit.

A handwritten signature in black ink, appearing to be 'C Spencer'.

Caroline Spencer  
Auditor General  
27 November 2024



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## Auditor General's overview

Grant programs are a means by which governments may offer financial assistance to the community to facilitate policy outcomes. It is important that entities administer such programs in an effective manner to avoid the misuse of taxpayer money while continuing to deliver core services.

This grant payment involved a rapid roll-out within one month of the Western Australian Student Assistance Payment (WASAP) scheme being announced by Government, and five months after the Department of Education (Department) initially commenced preparing for it.



Over \$75 million was delivered to Western Australian families with school-aged children, with the stated intention of helping with the cost of school essentials such as school uniforms, books, excursions, camps, equipment and other basic items.

Even when the Government announces a short time for program implementation, there should be no compromise on compliance with legislative requirements for financial management of public money and other important public governance principles. Risk awareness is of heightened importance in an environment of increasing global trends for weaknesses in government payment schemes to be exploited by opportunists including organised crime groups.

Pleasingly, this audit found the Department - which is not an entity that specialises in or has existing bulk payment infrastructure - administered the WASAP scheme effectively in a short timeframe through good administrative governance, including:

- comprehensive early risk focus
- extensive consultation and resource prioritisation
- implementation of effective controls over the security and integrity of the information system used to receive and process claims.

It is important to emphasise this audit looked at the way the scheme was administered and as an oversight agency we do not make any judgement as to the policy merit of the scheme, or any similar future schemes.

Furthermore, our assessment of this scheme looked at specific, point-in-time risks. There may be other factors and different risks to carefully consider should similar schemes be planned and rolled out going forward. For example, the timing of a scheme has the potential to place additional strain on the entity tasked with delivering it, which risks diverting the entity's focus and allocation of resources away from other critical tasks that contribute to key outcomes and core service delivery to the community.

I encourage entities to use the key considerations in Appendix 1 to help mitigate risks associated with delivering any future similar payment schemes. It is a non-exhaustive list and as entities differ in nature and size they should interpret and tailor the material to their own circumstances.

I would like to thank the staff at the Department of Education and other State entities who maintained an eye on prudent administrative controls in rolling-out the scheme, and their engagement with my audit team throughout.

## Executive summary

### Introduction

As part of our 2023-24 annual financial and information systems audits of the Department of Education (Department), we audited the planning, conduct and reporting of the rollout of the WASAP scheme. We looked at the Department's administration of the scheme and assessed if the funds were distributed appropriately and in a timely manner to eligible recipients. We also assessed critical areas of the information system used to receive and process claims (WASAP system).

Key considerations identified through our audit of the rollout which could support other State government entities undertaking similar initiatives in the future are included in Appendix 1.

### Background

On 17 March 2024, the State Government announced Western Australian families with children in school would be eligible to receive a one-off cost of living payment. The WASAP scheme aimed to help families with the cost of school essentials such as school uniforms, books, excursions, camps, equipment and other basic items. It was rolled out in a short timeframe and the management of the attendant risks was complicated by the use of newly designed technology and the integration of multiple systems.

The Department was the lead agency responsible for administering the payments. The State Government first informed the Department about the intent of the scheme on 30 November 2023. The State Government budgeted \$103.5 million for the scheme including \$94.4 million for distribution to eligible students and \$9.1 million for administration costs.

Families could apply for payment of \$250 for every secondary school student and \$150 for every primary school and kindergarten student. Applications were open from 15 April to 28 June 2024 and could be made through the ServiceWA application, on the Department's website or through a printed form available from the Department's website and at schools throughout the State. The full eligibility criteria and claims process is outlined in Appendix 2.

### Conclusion

We found that through highly focused risk management, resource allocation and reprioritisation and extensive stakeholder consultation and collaboration, the Department implemented the WASAP scheme effectively in a short timeframe, with accurate payments being disbursed in an average of four days from claim to payment. Of the eligible 226,731 claims received, there was only one instance of a double payment which was identified by the Department and recovered within six days.

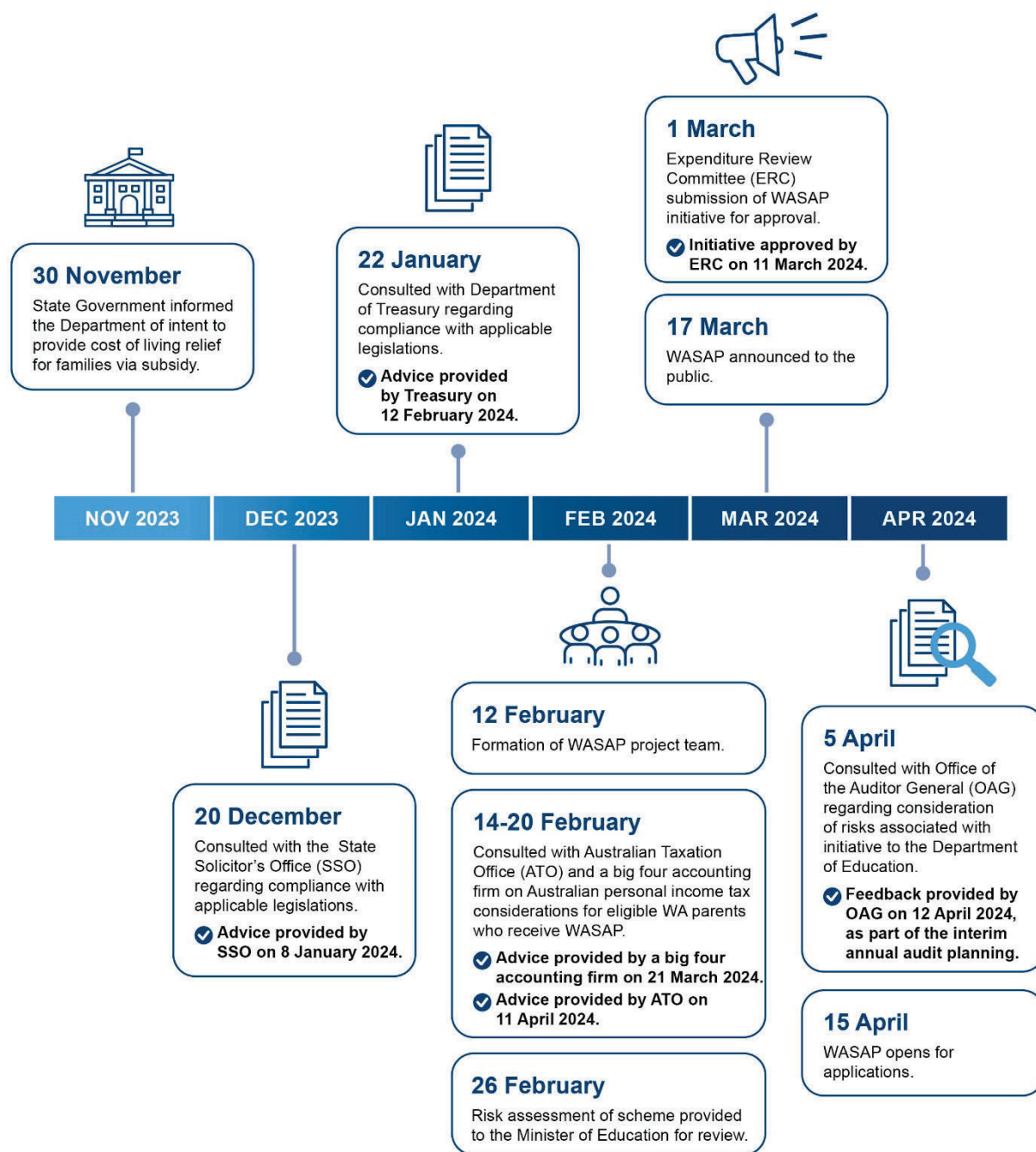
Controls over the security and integrity of the WASAP system were also found to be adequate and we noted that throughout the scheme none of the ServiceWA application, WASAP system or the Department's website experienced any system breaches or downtime that impacted claims, processing or payments.

Not all significant risks could be adequately mitigated, including the Department's ability to ensure claims were made by the appropriate caregiver. The Department informed the Minister for Education of this risk and put in place protocols to minimise exposure to financial loss. It also appropriately managed the 44 disputes it received, all of which pertained to an entitlement to claim (such as one caregiver disputing the entitlement of another caregiver to have claimed the payment).

## Findings

### The Department's focused planning and preparation enabled it to roll out the scheme effectively in less than six months

We found the Department adequately identified risks, consulted and collaborated with appropriate stakeholders, and reprioritised and resourced sufficiently. It also ensured technology functioned and that claimant information was protected. These processes helped the Department roll out the scheme in a short timeframe (Figure 1).



Source: OAG

Figure 1: Timeline of key announcements and consultations

## Adequate risk identification and mitigation

The Department conducted a thorough risk identification process to work through potential challenges and threats that could hinder the successful roll-out of the scheme. It identified 11 significant and 11 medium risks, and developed strategies to mitigate and, where possible, manage them.

Where a significant risk could not be adequately mitigated, the Department informed the Minister for Education and instituted protocols to, as much as practicable, minimise financial loss exposure such as:

- ensuring only one payment per unique student number (WASN)
- limiting the total number of claims that could be made from a single ServiceWA account
- limiting the maximum paid to a single bank account.

The Department also ensured sufficient security and segregation of key data so that it could not be exploited at various stages of processing and verification.

## Considered consultation

In April 2024, before applications opened and aware of the risks in making a large number of payments without experience in this area or the systems to do so, the Department asked our Office to assess if there were any gaps in their risk register. We conducted this work to inform our planning for the annual financial audit, during the State interim audit cycle. Our feedback on verifying validity of claims, system security, processing, anomalies detection, business continuity, clarification of roles and responsibilities and safe handling and storage of data was considered by the Department appropriately and in a timely way.

The Department also consulted the following entities/parties prior to the roll out of the scheme (Table 1).

Stakeholder	Consultation	Response
<b>Department of Treasury</b>	<ul style="list-style-type: none"> <li>• Compliance with Treasurer's Instructions (TIs)</li> <li>• Compliance with <i>Financial Management Act 2006</i></li> <li>• Financial reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Treasurer's instructions do not extend to third party payment organisations; however, the Department must assess any third party's payment processes to determine whether they comply with internal control principles<sup>1</sup>.</li> <li>• A special purpose account is supported.</li> </ul>
<b>Australian Tax Office</b>	<ul style="list-style-type: none"> <li>• Income tax consideration</li> </ul>	<ul style="list-style-type: none"> <li>• WASAP is not considered assessable income as it is not either ordinary income or statutory income.</li> </ul>
<b>Big four accounting firm (Tax advisory)</b>	<ul style="list-style-type: none"> <li>• Income tax consideration</li> </ul>	<ul style="list-style-type: none"> <li>• WASAP is not considered ordinary income, more closely aligned as a voluntary payment or gift that is unrelated in any way to personal exertion, employment or carrying on a business.</li> </ul>

<sup>1</sup> The Department did not use third party payment organisations.

Stakeholder	Consultation	Response
<b>An independent corporate governance specialist was requested to provide high level assurance</b>	<ul style="list-style-type: none"> <li>Gaps in identified risks</li> <li>Management of identified risks</li> <li>Identify areas for improvement in risk treatments</li> </ul>	<ul style="list-style-type: none"> <li>No gaps were identified in the Department's risk identification and treatment relating to administering of WASAP and the specialist concurred with the Department's assessment that some risks could not be cost effectively mitigated.</li> </ul>

Source: OAG

**Table 1: Key consultation and response from consultations with various stakeholders**

In addition, the Department consulted with the State Solicitor's Office on matters relevant to advising government and its administration of the roll-out.

### Oversight and collaboration structures

On 19 March 2024, the Department established a steering committee to have oversight of the WASAP scheme including risks and issues. The committee was chaired by the Department's Director General and included members from the offices of the Premier, Minister for Education and Minister for Innovation and the Digital Economy; the Office of Digital Government (DGOV); the Government Chief Information Officer and the Department of the Premier and Cabinet (DPC).

On 22 March 2024, the Department established a project board with members from DPC, DGOV and the School Curriculum and Standards Authority (SCASA). It was responsible for:

- oversight and approval of project design, development and delivery
- ensuring that the program was delivered in scope, on time and within budget
- monitoring high level risks.

The Department also collaborated with DGOV to facilitate the use of the ServiceWA application, with SCASA to validate the school enrolment status of students for whom an application was received and with DPC's Strategic Communications Unit for communication support.

As the rollout of the scheme was successful in terms of the Department's administration of payments to recipients as intended, we did not evaluate whether these structures had clearly delineated roles and responsibilities, nor did we consider the extent and effectiveness of communication between the structures and between the structures and the Department.

### Reprioritisation, additional resourcing and comprehensive onboarding

Once the scheme was approved, the Department reprioritised work deliverables and reassigned work responsibility of internal staff. It also hired an additional 80.2 full-time equivalent (FTE) staff at a cost of \$4.7 million to assist in administering the scheme; 58.5 of the FTE were engaged across the call centre and data centre.

Onboarding was a critical process to ensure the new employees were equipped with the necessary tools, resources and knowledge to effectively assist in administering the scheme. This process included comprehensive training, guidance and timely on-the-job feedback, all of which created a solid foundation and support network for the successful implementation of the scheme.



### Process standardisation and consistency

The Department's project team developed over 40 flow charts and process maps to assist staff on administering the scheme; these served as effective training resources and assisted as a quick reference guide to promote standardisation and consistency.

The Department developed over 100 business rules designed to streamline operations, mitigate risks, and ensure fair, timely and appropriate claim outcomes.

### Functioning technology

The Department rapidly developed the WASAP system using existing information technology infrastructure. This included integration with the ServiceWA mobile application and SCASA's Student Information Records System (SIRS).

WASAP payments were made through electronic payment methods. This offered numerous benefits, including efficiency, security and traceability.

Access was well managed and segregation of key functions was in place. All claims were validated and verified against the WASN listing stored in SIRS to confirm eligibility and to ensure that a claim had not yet been recorded against the WASN. The Department also implemented controls to detect duplicate submissions across the different application channels, ensuring only one payment per unique WASN. Subsequent claims using the same WASN would only be processed if the previous claims were rejected or if payment failed due to incorrect bank account details.

None of the ServiceWA application, WASAP system or the Department's website experienced a system breach or downtime throughout the scheme that impacted claiming, processing or payment.

### Ensuring protection of information

Since an individual's personal information was collected to verify the legitimacy of their claim, the Department completed the Privacy Impact Assessment Tool (PIAT<sup>2</sup>) to identify privacy and security risks on information collected and actions required to mitigate any risks.

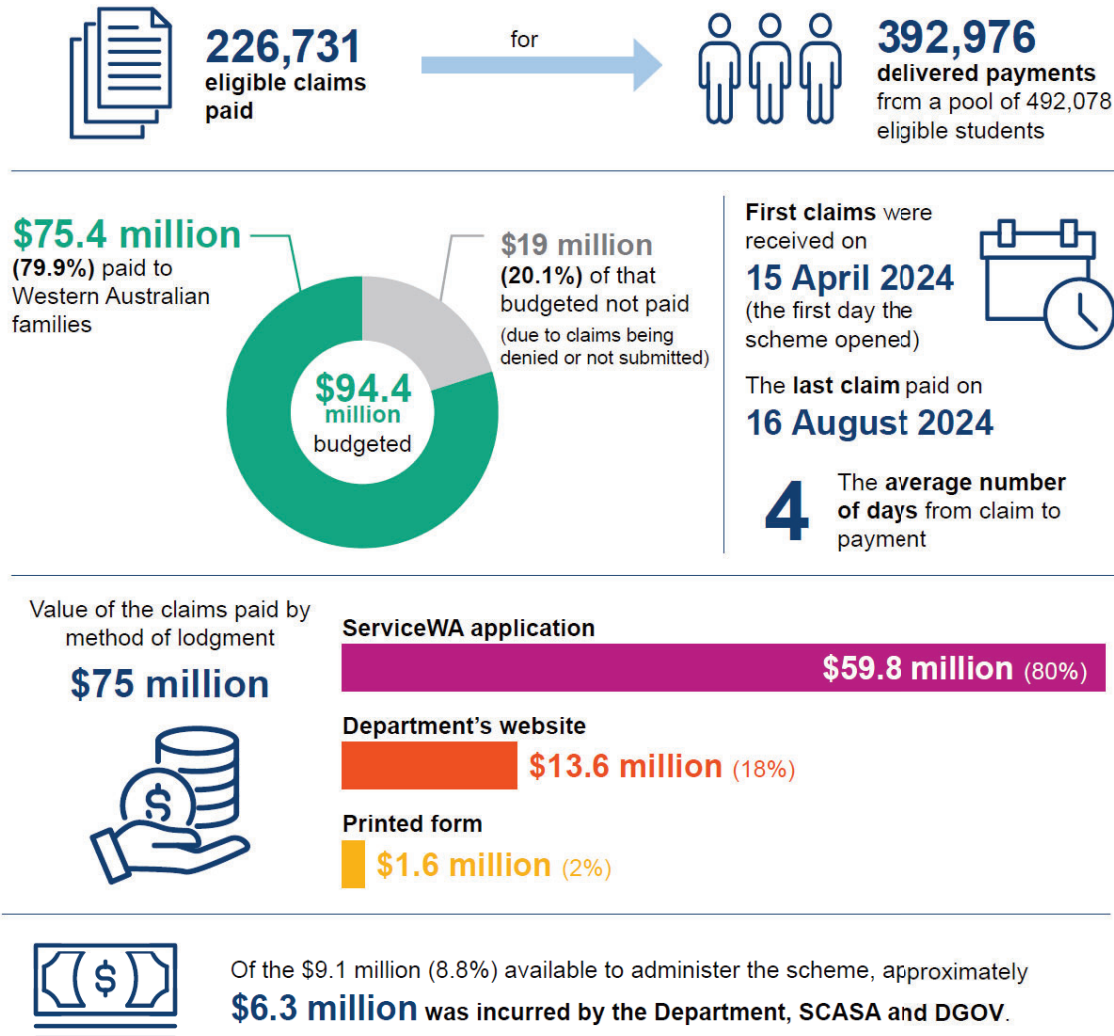
In completing PIAT, the Department ensured that personal data was handled in compliance with regulatory requirements and best practice. It helped the Department identify potential privacy risks and implement safeguards to protect collected information and minimise the likelihood of data breaches or unauthorised access. The aims were to ensure the Department would not be a victim of a data leak which could cause significant reputation damage and public distrust and to prevent potential costly penalties for breaching privacy legislation.

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<sup>2</sup> Office of the Australian Information Commissioner, [Privacy impact assessment tool](#), OAIC website, n.d., accessed 18 October 2024.

## Claims paid were accurate and timely

Due to the tight timeframe, the Department's ability to fully test claim eligibility and make payments was limited. Without thorough testing, unforeseen issues or gaps in processes would only surface during the rollout. Positively, due to comprehensive planning and robust risk management, the Department executed the scheme with minimal glitches. The first claims were received on 15 April 2024 with payments commencing on 19 April 2024 (Figure 2).



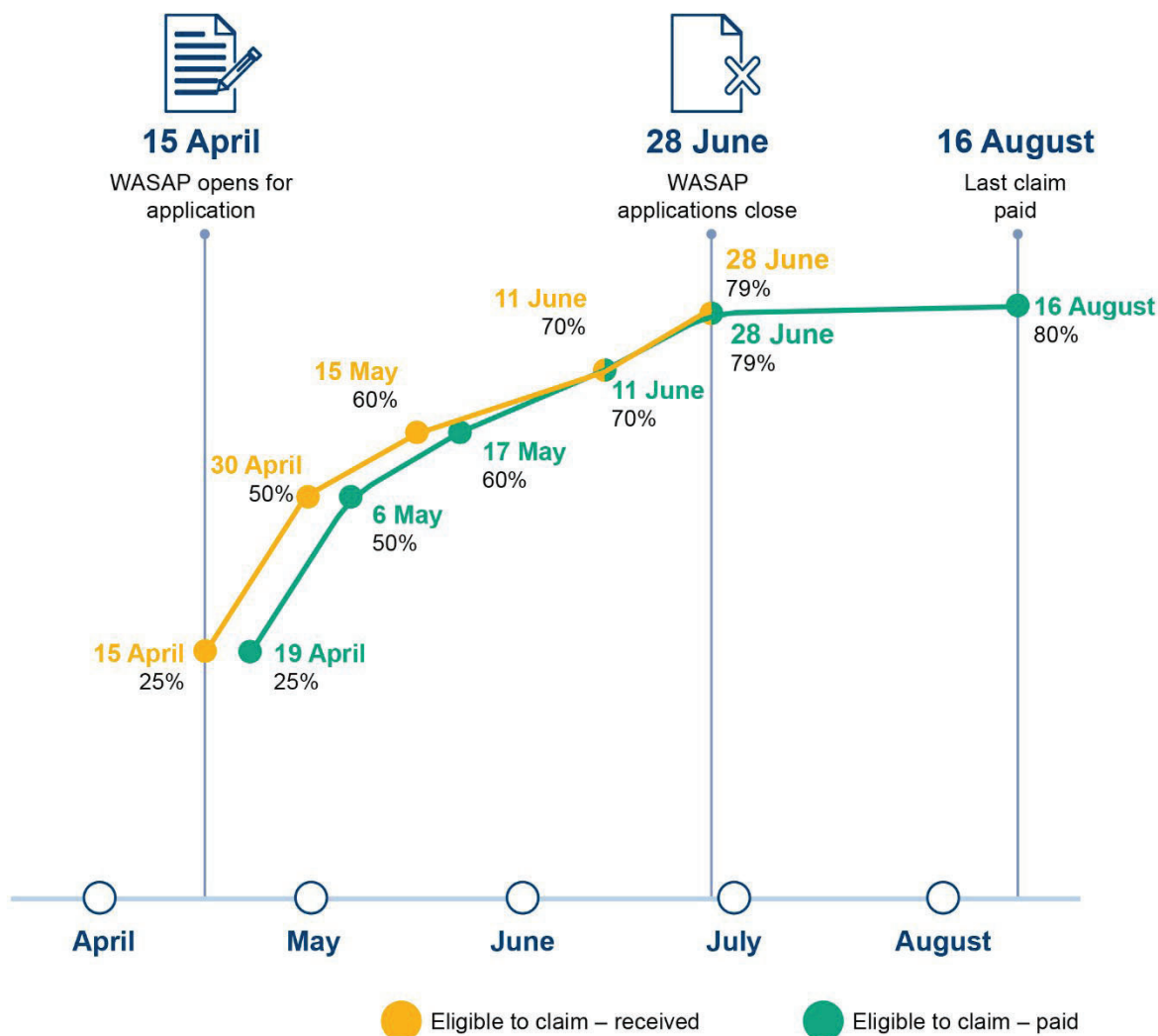
Source: OAG

**Figure 2: Key statistics from the scheme**

Prompt payment continued throughout with a high percentage of claims paid in a timely manner (Figure 3). Of the \$94.4 million set aside for payments to the carers of 492,078 students considered eligible, \$19.0 million was unclaimed.

All eligible claims were paid. Where claims had been incorrectly lodged, or contained errors, a claimant could lodge another correct claim, which was subsequently paid.





Source: OAG

**Figure 3: Timeline of eligible claims and payments****Rapid response to a duplicate payment**

Through our data testing we confirmed no WASN was applied more than once to a payment, other than one duplicate payment which was identified by the Department and recovered on a timely basis.

**Case study 1: Duplicate payment and response**

The only duplicate payment of the scheme occurred on 3 May 2024. It was identified by the Department when a reconciliation between the manual and automated claims was performed that a single claimant was paid \$550 twice for the claim of two primary school students and one secondary school student.

The duplicate payment occurred as it was claimed via both the online option and through a manual form; at the time, the WASAP system was not able to identify that the claim was already batched for payment. The payment was recovered six days after the claimant was paid twice. Since the duplicate payment was identified, the status of all payments that were manually processed were separately defined within the WASAP system to avoid a similar occurrence. This change successfully prevented further duplicate payments for the remainder of the scheme.

### Robust assessment of disputed claims and considered response

The Department limited the number of claims to 10 students per claimant. For claimants submitting claims for more than 10 students, the principal or delegated authority would have to be contacted to confirm the claim details. Using data analytics, we verified that no claimant submitted claims for more than 10 students and no single bank account received more than six payments.

While the intent of WASAP was to alleviate the financial burden of out-of-pocket schooling expenses for families, a known risk was the Department's lack of mechanisms to ensure that payments were claimed and received by an appropriate caregiver with financial responsibilities for the student. We agreed with the Department's assessment that there was no cost-effective, practical control to actively confirm caregiving responsibility before payment that would sufficiently address the risk relative to the payment amount.

Anyone with the student's details could submit a claim. In implementing its financial loss protocols, the Department declined claims where a WASN had already been used in a previous claim. A total of 44 disputes were lodged with the Department alleging that a claim had been wrongly declined. In responding to the disputes, the Department made payments to 12 claimants who filed disputes on compassionate grounds, where they could demonstrate shared custody did not exist or situations involving caregivers with a history of violence that impeded amicable resolution of financial issues. Most of the remaining disputes, which were not upheld, were primarily due to evidence indicating that shared custody of the student existed.

Dispute reason	Instances	Conclusion and outcome	Amount paid
Claiming financial responsibility	19	Shared custody evidenced – no payment	\$0
Claiming financial responsibility	12	Pay on compassionate grounds – paid	\$4,150
Escalation of previous dispute determination	9	Insufficient evidence – no payment	\$0
Claiming incorrect bank details were paid	2	Insufficient evidence – no payment	\$0
Claiming incorrect bank details were paid	2	Trace and recall payment from incorrect bank account – paid from recalled amount	\$0
<b>Total</b>	<b>44</b>		<b>\$4,150</b>

Source: OAG

**Table 2: Disputes lodged and outcome**

Following our audit, we consulted with the WA Police Force to inquire if any reports of alleged fraudulent claims, unauthorised access of systems or a data breach had been filed. As of 7 October 2024, no such reports had been received.

### Effective monitoring and oversight

There was sufficient oversight at all stages of the scheme with active monitoring and reporting by the Department through the WASAP steering committee (11 meetings held throughout the project) and WASAP project board (five meetings held throughout the project) to ensure oversight, while claim status and payment timeframes were tracked to ensure compliance.

The Department maintained weekly reporting on the status of claims, including demographic and geographic trends. This enabled the Department to identify areas or specific groups that were under-claiming and to take targeted actions, such as focused advertising campaigns and outreach efforts by contacting schools, to encourage participation and ensure that eligible individuals were aware of and engaged with the scheme. This proactive approach helped increase uptake and improve access to the scheme across all regions.

### **Critical analysis of performance**

The project team finalised all activities on 23 August 2024 and subsequently prepared a final report to the Director General detailing the administration of the scheme, which emphasised that future projects would benefit from enhanced stakeholder collaboration, streamlined processes, prompt decision-making and the importance of driving the project with focus and urgency from the outset.

## Response from the Department of Education

The Department appreciates the opportunity to participate in the Office of the Auditor General's *Controls Review of the WA Student Assistance Payment (WASAP) Scheme*. We are pleased that the review found the Department to be effective in the preparation and administration of the WASAP scheme.

The Department welcomes the Auditor General's acknowledgment of our efforts to identify, communicate, and manage risks appropriately and responsibly in collaboration with key stakeholders, particularly within a challenging timeframe.

We also acknowledge the findings and fully support the key considerations outlined, which can guide State Government agencies in delivering similar payment schemes in the future. Committed to continuous improvement, the Department has prepared a closure report with lessons-learned to ensure future schemes uphold the high standards of the WA public sector best practice.

## Audit focus and scope

As part of our 2023-24 annual financial audit of the Department, we audited the planning, conduct and reporting of the WASAP scheme. Our audit procedures included:

- evaluation of the scheme's risk assessment and mitigation
- assessment of internal controls including over duplicate payments, fraud prevention and detection mechanisms
- verification of payment records against financial data
- evaluation of the information systems environment including access, data integrity, security and segregation
- review of monitoring systems to determine how issues were tracked, reported and resolved over time
- sample tests of payments to verify compliance with eligibility requirements and the accuracy of disbursements. In the sample testing of payments, we obtained assurance on the accuracy of WASAP claims by directly examining and validating each sampled claim which is essential for detecting errors, fraud, and non-compliance. The sampled WASAP claims were verified for payment accuracy and eligibility confirmation by tracing it to its respective claim application and ensuring that amounts were correctly disbursed only after being matched to a valid WASN.
- use of data analytics to verify system controls implemented were operating effectively and to analyse the entire data sets to identify if there were any anomalies.

Through our information systems audit, we performed a review of the WASAP system covering several critical areas to ensure security and integrity of the system which included:

- user access provisioning processes to ensure only authorised individuals receive access rights, and that it is removed timely when no longer required
- management of privileged access rights to ensure that elevated access is appropriately restricted and monitored
- data handling and retention to ensure that sensitive information is securely stored, retained for the appropriate duration and disposed properly when no longer needed
- segregation of duties to ensure that no single user has control over critical functions without oversight, reducing the risk of fraud or errors
- controls to detect duplicate payments.

## Appendix 1: Key considerations for future schemes

The following key considerations can be used by State government entities delivering payment schemes with similar characteristics in the future. It is a non-exhaustive list, based on our review of the Department's implementation of the WASAP scheme.

Key considerations	
<b>Risk identification and management</b>	<ul style="list-style-type: none"> <li>Identify key risks and develop controls to mitigate them, including impacts on core service delivery.               <ul style="list-style-type: none"> <li>Complete the PIAT to identify privacy and security risks. This includes assessing:                   <ul style="list-style-type: none"> <li>information that will be collected for use</li> <li>possibility of reducing information collected</li> <li>informing users about the collection and use of their information</li> <li>process to ensure accuracy and completeness of information collected</li> <li>staff that will have access to collected information</li> <li>protecting information from misuse, loss, unauthorised access or modification</li> <li>potential to de-identifying collected information</li> <li>storing of information</li> <li>retention and disposal of personal information.</li> </ul> </li> </ul> </li> <li>Where a risk cannot be adequately mitigated to an acceptable level, inform the relevant minister.</li> <li>Create risk registers for monitoring of risks through the various governance structures.</li> </ul>
<b>Consultation with stakeholders</b>	<ul style="list-style-type: none"> <li>Consult with relevant stakeholders to enhance the risk identification and mitigation process.</li> <li>Collaborate with various stakeholders as required, recognising which stakeholders have expertise that can be relied on.</li> </ul>
<b>Resourcing needs and staff guidance</b>	<ul style="list-style-type: none"> <li>Identify resourcing needs early and address these needs through reprioritisation and/or additional resources.</li> <li>Design business rules to streamline operations, mitigate risks and ensure timely outcomes.</li> </ul>
<b>Secure and functioning technology</b>	<ul style="list-style-type: none"> <li>Consider relevant information technology controls covering interface, system updates, processing, payment, monitoring, adjustments and non-routine transactions, authorisation, logging, segregation, and system and physical security.</li> <li>Consider payment methods; electronic payments offer the benefits of efficiency, security and traceability.</li> </ul>
<b>Responding to exceptions and disputes</b>	<ul style="list-style-type: none"> <li>Investigate exceptions quickly and take decisive action to improve internal controls to prevent further exceptions.</li> <li>Assess all disputes robustly while considering the wellbeing of the claimant.</li> </ul>

Key considerations	
Oversight and monitoring	<ul style="list-style-type: none"><li>• Establish governance structures with clear responsibilities to drive accountability and delivery.</li><li>• Governance structures should meet as intended to ensure there is sufficient oversight at all stages.</li><li>• Maintain regular monitoring and reporting through the governance structures, to enable effective monitoring and decisive action.</li><li>• Prepare a post closure report detailing approach, risk management strategies (successful and unsuccessful), results (including any impacts on core service delivery), costs, closure activities and lessons learned.</li></ul>

Source: OAG

## Appendix 2: WASAP eligibility and claim criteria

This eligibility and claim criteria included was available on the Department's website during the roll out of the WASAP scheme.

### Eligibility criteria

All Western Australian school students in kindergarten to year 12, with a valid WASN, were eligible for WASAP. Eligible students had to be enrolled in kindergarten to year 12 at a Western Australian public school or non-government school or be registered for home education and have a valid WASN. Including:

- international full fee-paying students if they were enrolled in a WA registered school
- mature age students that were studying to achieve a Western Australian Certificate of Education
- students that were in pre-primary to year 12 that were educated by a registered home educator
- students that were in family-based care
- students that were enrolled in School of Isolated and Distance Education, Christmas Island District High School and Cocos Island District High School.

The following students were not eligible:

- students who did not have an active enrolment at a public school, non-government school or were not registered for home education
- children enrolled in a kindergarten program which was not provided by a registered Western Australian school
- children that were living in residential care, group foster care, individualised care arrangements or complex care arrangements as defined by Department of Communities
- students that were registered in pre-kindergarten programs in school and non-school settings
- students that had a notice of arrangement (NOA) or an exemption from full-time schooling
- students that were studying the West Australian curriculum at an international school.

Each secondary school student was eligible for \$250 and students that attended primary school or kindergarten were eligible for \$150 each.

### Claims process

Information needed to claim:

- The WASN for each student. WASN is an 8-digit number is sometimes called a SCASA or student number. WASN could be found on school reports, including previous NAPLAN results. It could also be on a secondary student's SmartRider.
- The name at time of enrolment, date of birth, school name and year level of each student.
- The bank account details where the payment would be deposited.



Claims had to be lodged by:

- a primary caregiver (parent, guardian, or carer) responsible for the eligible student
- a student aged 18 or over
- an independent minor
  - under regulation 147(1) of the Western Australian School Education Regulations 2000, as deemed by the principal
  - with a current letter of confirmation or statement from Centrelink that confirms independent status
- a young carer under the Western Australian Carers Recognition Act 2004.

A school could submit a claim for those who were:

- unable to complete the application form
- unable to provide 100-point identification
- an independent minor
- a young carer under the Western Australian Carers Recognition Act 2004
- from a remote and/or small school.

Claims could be lodged through the ServiceWA application, online through the Department's website or via post (with forms available from the Department's website and at schools).

Claims made through ServiceWA required claimants to have an active digital identity by verifying their identity through two forms of Australian identity documents, such as a passport, driver's licence or birth certificate through MyGovID. While for the other claim methods, claimants were required to provide 100 points of identity verification.

All claimants completing the forms had to acknowledge a declaration that they were the current carer for the students being claimed and that the details being submitted were true and accurate to the best of their knowledge. Claimants who were unable to claim via the three methods could apply through the student's school under the school exception claim process.

## Auditor General's 2024-25 reports

Number	Title	Date tabled
7	WA Student Assistance Payment – Controls Review	27 November 2024
6	Provision of Additional Information to the Standing Committee on Estimates and Financial Operations – Opinions on Ministerial Notifications	22 November 2024
5	Implementation of the Aboriginal Procurement Policy	21 November 2024
4	Quality and Utilisation of Emergency Department Data	20 November 2024
3	Management of State Agreements	30 October 2024
2	Legislative Reform Priorities and Timeframes – Opinion on Ministerial Notification	19 August 2024
1	Supplier Master Files – Better Practice Guide	1 August 2024

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Office of the Auditor General  
for Western Australia

SHIRE OF DARDANUP  
FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

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

*The Shire of Dardanup is a healthy, self-sufficient and sustainable community, that is connected and inclusive, and where our culture and innovation are celebrated.*

Principal place of business:  
Shire of Dardanup  
1 Council Drive  
EATON WA 6232

**SHIRE OF DARDANUP  
FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**

**(Appendix AAR: 10.6A)**

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

**STATEMENT BY CEO**

The accompanying financial report of the Shire of Dardanup 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 2024 and the financial position as at 30 June 2024.

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

Signed on the 14th day of November 2024



---

André Schönfeldt  
Chief Executive Officer



**SHIRE OF DARDANUP**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2024**

	NOTE	2024 Actual \$	2024 Budget \$	2023 Actual \$
<b>Revenue</b>				
Rates	2(a),25	16,132,310	16,060,454	15,037,329
Grants, subsidies and contributions	2(a)	2,333,129	2,177,958	2,893,101
Fees and charges	2(a)	4,244,115	3,726,548	3,876,080
Interest revenue	2(a)	1,243,081	626,059	871,363
Other revenue	2(a)	15,464	24,711	3,352,629
		23,968,099	22,615,730	26,030,502
<b>Expenses</b>				
Employee costs	2(b)	(11,810,080)	(12,116,943)	(11,561,261)
Materials and contracts		(6,733,044)	(6,267,923)	(5,802,137)
Utility charges		(646,659)	(584,007)	(627,520)
Depreciation		(6,780,102)	(7,624,365)	(6,860,300)
Finance costs		(417,984)	(463,401)	(181,652)
Insurance		(380,356)	(368,081)	(355,267)
Other expenditure		(537,804)	(401,801)	(498,959)
		(27,306,029)	(27,826,521)	(25,887,096)
		(3,337,930)	(5,210,791)	143,406
Capital grants, subsidies and contributions	2(a)	1,998,499	2,655,672	5,273,339
Profit on asset disposals		22,418	0	59,645
Loss on asset disposals		(2,956)	0	(945,897)
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	1,681	0	3,686
		2,019,642	2,655,672	4,390,773
<b>Net result for the period</b>		<b>(1,318,288)</b>	<b>(2,555,119)</b>	<b>4,534,179</b>
<b>Other comprehensive income for the period</b>				
Other comprehensive income		0	0	0
<b>Total other comprehensive income for the period</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Total comprehensive income for the period</b>		<b>(1,318,288)</b>	<b>(2,555,119)</b>	<b>4,534,179</b>

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



**SHIRE OF DARDANUP**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2024**

**(Appendix AAR: 10.6A)**

	NOTE	2024	2023
		\$	\$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	3	18,240,105	29,585,676
Trade and other receivables	5	1,028,095	715,261
Inventories	6	40,325	38,783
Other assets	7	493,460	334,497
<b>TOTAL CURRENT ASSETS</b>		19,801,985	30,674,217
<b>NON-CURRENT ASSETS</b>			
Trade and other receivables	5	159,549	139,769
Other financial assets	4(b)	83,171	81,490
Property, plant and equipment	8	62,105,668	50,025,332
Infrastructure	9	214,260,285	217,130,036
Right-of-use assets	11(a)	91,431	230,739
<b>TOTAL NON-CURRENT ASSETS</b>		276,700,104	267,607,366
<b>TOTAL ASSETS</b>		296,502,089	298,281,583
<b>CURRENT LIABILITIES</b>			
Trade and other payables	12	2,284,044	3,486,035
Other liabilities	13	1,115,469	964,271
Lease liabilities	11(b)	84,009	141,270
Borrowings	14	502,125	456,556
Employee related provisions	15	1,627,182	1,664,462
<b>TOTAL CURRENT LIABILITIES</b>		5,612,829	6,712,594
<b>NON-CURRENT LIABILITIES</b>			
Other liabilities	13	0	261,660
Lease liabilities	11(b)	11,724	96,117
Borrowings	14	9,297,809	8,299,934
Employee related provisions	15	220,180	242,262
Other provisions	16	195,729	186,910
<b>TOTAL NON-CURRENT LIABILITIES</b>		9,725,442	9,086,883
<b>TOTAL LIABILITIES</b>		15,338,271	15,799,477
<b>NET ASSETS</b>		281,163,818	282,482,106
<b>EQUITY</b>			
Retained surplus		66,745,487	57,684,519
Reserve accounts	28	14,216,760	24,596,016
Revaluation surplus	17	200,201,571	200,201,571
<b>TOTAL EQUITY</b>		281,163,818	282,482,106

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



SHIRE OF DARDANUP  
STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2024

(Appendix AAR: 10.6A)

	NOTE	RETAINED SURPLUS \$	RESERVE ACCOUNTS \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
<b>Balance as at 1 July 2022</b>		<b>58,694,264</b>	<b>19,052,092</b>	<b>200,201,571</b>	<b>277,947,927</b>
Comprehensive income for the period					
Net result for the period		4,534,179	0	0	4,534,179
Total comprehensive income for the period		4,534,179	0	0	4,534,179
Transfers from reserve accounts	28	7,491,066	(7,491,066)	0	0
Transfers to reserve accounts	28	(13,034,990)	13,034,990	0	0
<b>Balance as at 30 June 2023</b>		<b>57,684,519</b>	<b>24,596,016</b>	<b>200,201,571</b>	<b>282,482,106</b>
Comprehensive income for the period					
Net result for the period		(1,318,288)	0	0	(1,318,288)
Total comprehensive income for the period		(1,318,288)	0	0	(1,318,288)
Transfers from reserve accounts	28	17,726,556	(17,726,556)	0	0
Transfers to reserve accounts	28	(7,347,300)	7,347,300	0	0
<b>Balance as at 30 June 2024</b>		<b>66,745,487</b>	<b>14,216,760</b>	<b>200,201,571</b>	<b>281,163,818</b>

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





**SHIRE OF DARDANUP  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2024**

**(Appendix AAR: 10.6A)**

	NOTE	2024 Actual \$	2023 Actual \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Rates		16,275,529	15,168,037
Grants, subsidies and contributions		2,209,878	3,180,935
Fees and charges		4,269,133	3,871,581
Interest revenue		1,243,081	871,363
Goods and services tax received		0	216,095
Other revenue		15,464	3,352,629
		24,013,085	26,660,640
<b>Payments</b>			
Employee costs		(11,843,147)	(11,455,602)
Materials and contracts		(8,218,661)	(5,381,711)
Utility charges		(646,659)	(627,520)
Finance costs		(417,984)	(181,652)
Insurance paid		(380,356)	(355,267)
Goods and services tax paid		(253,828)	0
Other expenditure		(528,985)	(498,959)
		(22,289,620)	(18,500,711)
<b>Net cash provided by operating activities</b>		1,723,465	8,159,929
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for purchase of property, plant & equipment	8(a)	(13,754,309)	(7,997,353)
Payments for construction of infrastructure	9(a)	(2,190,980)	(3,582,886)
Capital grants, subsidies and contributions		1,861,069	2,948,250
Proceeds for financial assets at amortised cost		0	7,114,531
Proceeds from sale of property, plant & equipment		114,684	1,776,083
<b>Net cash provided by (used in) investing activities</b>		(13,969,536)	258,625
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowings	27(a)	(456,556)	(392,533)
Payments for principal portion of lease liabilities	27(d)	(142,944)	(191,514)
Proceeds from new borrowings	27(a)	1,500,000	6,700,000
<b>Net cash provided by financing activities</b>		900,500	6,115,953
<b>Net increase (decrease) in cash held</b>		(11,345,571)	14,534,507
Cash at beginning of year		29,585,676	15,051,169
<b>Cash and cash equivalents at the end of the year</b>		18,240,105	29,585,676

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



**SHIRE OF DARDANUP**  
**STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE YEAR ENDED 30 JUNE 2024**

	NOTE	2024 Actual \$	2024 Budget \$	2023 Actual \$
<b>OPERATING ACTIVITIES</b>				
<b>Revenue from operating activities</b>				
General rates	25	15,749,930	15,671,662	14,660,639
Rates excluding general rates	25	382,380	388,792	376,690
Grants, subsidies and contributions		2,333,129	2,177,958	2,893,101
Fees and charges		4,244,115	3,726,548	3,876,080
Interest revenue		1,243,081	626,059	871,363
Other revenue		15,464	24,711	3,352,629
Profit on asset disposals		22,418	0	59,645
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	1,681	0	3,686
		23,992,198	22,615,730	26,093,833
<b>Expenditure from operating activities</b>				
Employee costs		(11,810,080)	(12,116,943)	(11,561,261)
Materials and contracts		(6,733,044)	(6,267,923)	(5,802,137)
Utility charges		(646,659)	(584,007)	(627,520)
Depreciation		(6,780,102)	(7,624,365)	(6,860,300)
Finance costs		(417,984)	(463,401)	(181,652)
Insurance		(380,356)	(368,081)	(355,267)
Other expenditure		(537,804)	(401,801)	(498,959)
Loss on asset disposals		(2,956)	0	(945,897)
		(27,308,985)	(27,826,521)	(26,832,993)
Non cash amounts excluded from operating activities	26(a)	6,275,663	7,624,365	7,747,809
<b>Amount attributable to operating activities</b>		2,958,876	2,413,574	7,008,649
<b>INVESTING ACTIVITIES</b>				
<b>Inflows from investing activities</b>				
Capital grants, subsidies and contributions		1,998,499	2,655,672	5,273,339
Proceeds from disposal of assets		114,684	314,667	1,776,083
		2,113,183	2,970,339	7,049,422
<b>Outflows from investing activities</b>				
Purchase of property, plant and equipment	8(a)	(13,754,309)	(13,147,419)	(9,243,253)
Purchase and construction of infrastructure	9(a)	(2,190,980)	(5,004,644)	(4,823,303)
		(15,945,289)	(18,152,063)	(14,066,556)
Non-cash amounts excluded from investing activities	26(b)	0	0	(460,870)
<b>Amount attributable to investing activities</b>		(13,832,106)	(15,181,724)	(7,478,004)
<b>FINANCING ACTIVITIES</b>				
<b>Inflows from financing activities</b>				
Proceeds from borrowings	27(a)	1,500,000	1,500,000	6,700,000
Transfers from reserve accounts	28	17,726,556	16,341,090	7,491,066
		19,226,556	17,841,090	14,191,066
<b>Outflows from financing activities</b>				
Repayment of borrowings	27(a)	(456,556)	(478,810)	(392,533)
Payments for principal portion of lease liabilities	27(d)	(142,944)	(177,784)	(191,514)
Transfers to reserve accounts	28	(7,347,300)	(4,569,168)	(13,034,990)
		(7,946,800)	(5,225,762)	(13,619,037)
<b>Amount attributable to financing activities</b>		11,279,756	12,615,328	572,029
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>				
<b>Surplus or deficit at the start of the financial year</b>	26(c)	278,067	332,558	175,393
Amount attributable to operating activities		2,958,876	2,413,574	7,008,649
Amount attributable to investing activities		(13,832,106)	(15,181,724)	(7,478,004)
Amount attributable to financing activities		11,279,756	12,615,328	572,029
<b>Surplus or deficit after imposition of general rates</b>	26(c)	<b>684,593</b>	<b>179,736</b>	<b>278,067</b>

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

**SHIRE OF DARDANUP  
FOR THE YEAR ENDED 30 JUNE 2024  
INDEX OF NOTES TO THE FINANCIAL REPORT**

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**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**1. BASIS OF PREPARATION**

The financial report of the Shire of Dardanup which is a Class 3 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.

**Critical accounting estimates and judgements (continued)**

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 the 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 8
  - Infrastructure - note 9
- Expected credit losses on financial assets - note 5
- Assets held for sale - note 7
- Impairment losses of non-financial assets - note
- Investment property - note 11
- Estimated useful life of intangible assets - note 11
- Measurement of employee benefits - note 15
- Measurement of provisions - note 16

Fair value hierarchy information can be found in note 24

**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 29 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 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates

This standard resulted in terminology changes relating to material accounting policies (formerly referred to as significant accounting policies).

**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 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-Current
  - AASB 2021-7c Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
  - 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
- 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 non-financial assets. The impact is yet to be quantified.

- AASB 2023-1 Amendments to Australian Accounting Standards - Supplier Finance Arrangements

These amendments may result in additional disclosures in the case of applicable finance arrangements.

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**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 - 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**

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 2024**

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	15,749,930	382,380	16,132,310
Grants, subsidies and contributions	2,333,129	0	0	0	2,333,129
Fees and charges	0	0	199,367	4,044,748	4,244,115
Interest revenue	0	0	150,390	1,092,691	1,243,081
Other revenue	15,464	0	0	0	15,464
Capital grants, subsidies and contributions	0	1,998,499	0	0	1,998,499
<b>Total</b>	<b>2,348,593</b>	<b>1,998,499</b>	<b>16,099,687</b>	<b>5,519,819</b>	<b>25,966,598</b>

**For the year ended 30 June 2023**

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	14,660,639	376,690	15,037,329
Grants, subsidies and contributions	2,893,101	0	0	0	2,893,101
Fees and charges	0	0	199,827	3,676,253	3,876,080
Interest revenue	0	0	116,199	755,164	871,363
Other revenue	3,331,270	0	0	21,359	3,352,629
Capital grants, subsidies and contributions	0	5,273,339	0	0	5,273,339
<b>Total</b>	<b>6,224,371</b>	<b>5,273,339</b>	<b>14,976,665</b>	<b>4,829,466</b>	<b>31,303,841</b>

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**2. REVENUE AND EXPENSES (Continued)**

**(a) Revenue (Continued)**

<b>Note</b>	<b>2024 Actual \$</b>	<b>2023 Actual \$</b>
<b>Assets and services acquired below fair value</b>		
Contributed assets	0	2,486,317
	0	2,486,317
<b>Interest revenue</b>		
Interest on reserve account	770,515	489,090
Trade and other receivables overdue interest	150,390	116,199
Other interest revenue	322,176	266,074
	1,243,081	871,363
The 2024 original budget estimate in relation to: Trade and other receivables overdue interest was \$134,946.		
<b>Fees and charges relating to rates receivable</b>		
Charges on instalment plan	86,730	81,964
The 2024 original budget estimate in relation to: Charges on instalment plan was \$83,564.		
<b>(b) Expenses</b>		
<b>Auditors remuneration</b>		
- Audit of the Annual Financial Report	60,600	39,090
	60,600	39,090
<b>Employee Costs</b>		
Employee benefit costs	11,213,340	10,962,507
Other employee costs	596,740	598,754
	11,810,080	11,561,261
<b>Finance costs</b>		
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	417,984	181,652
	417,984	181,652

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**3. CASH AND CASH EQUIVALENTS**

Note	2024	2023
	\$	\$
Cash at bank and on hand	18,240,105	29,585,676
<b>Total cash and cash equivalents</b>	<b>18,240,105</b>	<b>29,585,676</b>
Held as		
- Unrestricted cash and cash equivalents	3,089,280	4,368,396
- Restricted cash and cash equivalents	15,150,825	25,217,280
18	<b>18,240,105</b>	<b>29,585,676</b>

**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**

**(b) Non-current assets**

Financial assets at fair value through profit or loss

**Financial assets at fair value through profit or loss**

Units in Local Government House Trust - opening balance

Movement attributable to fair value increment

Units in Local Government House Trust - closing balance

Note	2024	2023
	\$	\$
	83,171	81,490
	<b>83,171</b>	<b>81,490</b>
	81,490	77,804
	1,681	3,686
	<b>83,171</b>	<b>81,490</b>

**SIGNIFICANT ACCOUNTING POLICIES**

**Financial assets at fair value through profit or loss**

The Shire has elected to classify 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 DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**5. TRADE AND OTHER RECEIVABLES**

	Note	2024 \$	2023 \$
<b>Current</b>			
Rates and statutory receivables		373,780	420,195
Trade receivables		207,234	98,094
GST receivable		414,244	160,416
Allowance for credit losses of trade receivables	22(b)	0	(1,950)
Fuel tax credits		3,518	6,036
Pensioner rates rebate		29,319	32,470
		1,028,095	715,261
<b>Non-current</b>			
Pensioner rates and ESL deferred		159,549	139,769
		159,549	139,769

**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 2024 Actual \$	30 June 2023 Actual \$	1 July 2022 Actual \$
Trade receivables		99,970	41,862	312,180
Allowance for credit losses of trade receivables	5	0	(1,950)	(5,543)
Total trade and other receivables from contracts with customers		99,970	39,912	306,637

**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 DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**6. INVENTORIES**

	Note	2024	2023
<b>Current</b>		\$	\$
Materials - depot		32,002	32,002
Trading stock - Eaton Recreation Centre		8,323	6,781
		40,325	38,783
The following movements in inventories occurred during the year:			
<b>Balance at beginning of year</b>		38,783	14,282
Additions to inventory		1,542	24,501
<b>Balance at end of year</b>		40,325	38,783

**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 DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**7. OTHER ASSETS**

**Other assets - current**

Prepayments

Accrued income

2024	2023
\$	\$
176,567	68,997
316,893	265,500
493,460	334,497

**MATERIAL ACCOUNTING POLICIES**

**Other current assets**

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**3. 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.

	Assets not subject to operating lease				Plant and equipment		
	Land	Buildings - non-specialised	Buildings - work in progress	Total Property	Furniture and equipment	Plant and equipment	Total property, plant and equipment
	\$	\$	\$	\$	\$	\$	\$
<b>Balance at 1 July 2022</b>	7,160,000	32,650,436	2,339,572	42,150,008	265,960	447,929	45,324,462
Additions	1,246,000	753,597	6,561,236	8,560,833	98,066	5,215	9,243,253
Disposals	0	(2,307,325)	(19,374)	(2,326,699)	0	0	(2,377,386)
Depreciation	0	(1,284,487)	0	(1,284,487)	(69,787)	(52,053)	(1,690,253)
Transfers	0	547,281	(1,022,025)	(474,744)	0	0	(474,744)
<b>Balance at 30 June 2023</b>	8,406,000	30,359,502	7,859,409	46,624,911	294,239	401,091	50,025,332
<b>Comprises:</b>							
Gross balance amount at 30 June 2023	8,406,000	49,565,874	7,859,409	65,831,283	1,726,907	598,659	73,410,841
Accumulated depreciation at 30 June 2023	0	(19,206,372)	0	(19,206,372)	(1,432,668)	(197,568)	(23,385,509)
<b>Balance at 30 June 2023</b>	8,406,000	30,359,502	7,859,409	46,624,911	294,239	401,091	50,025,332
Additions	0	13,203,242	50,749	13,253,991	129,995	11,079	13,754,309
Disposals	0	0	0	0	0	0	(92,266)
Depreciation	0	(1,192,796)	0	(1,192,796)	(87,484)	(52,571)	(1,581,707)
Transfers	0	7,854,829	(7,854,829)	0	0	0	0
<b>Balance at 30 June 2024</b>	8,406,000	50,224,777	55,329	58,686,106	336,750	359,599	62,105,668
<b>Comprises:</b>							
Gross balance amount at 30 June 2024	8,406,000	70,623,945	55,329	79,085,274	1,856,902	609,738	86,973,120
Accumulated depreciation at 30 June 2024	0	(20,399,168)	0	(20,399,168)	(1,520,152)	(250,139)	(24,867,452)
<b>Balance at 30 June 2024</b>	8,406,000	50,224,777	55,329	58,686,106	336,750	359,599	62,105,668
* Asset additions included additions received at substantially less than fair value:							
During the year ended 30 June 2023	1,245,900	0	0	1,245,900	0	0	1,245,900

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**8. PROPERTY, PLANT AND EQUIPMENT (Continued)**

**(b) Carrying Amount Measurements**

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
<b>(i) Fair Value - as determined at the last valuation date</b>					
<b>Land and buildings</b>					
Land	2	Market approach using recent observable market data for similar properties	Independent registered valuer	June 2021	Price per hectare / market borrowing rate
Buildings - non-specialised	3	Market approach using recent observable market data for properties	Independent registered valuer	June 2021	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 by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs. The valuation techniques applied to property subject to lease was the same as that applied to property not subject to lease.

SHIRE OF DARDANUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

9. 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 - roads	Infrastructure - footpaths	Infrastructure - drainage	Infrastructure - parks and ovals	Infrastructure - bridges	Infrastructure - car parks	Infrastructure - lighting	Roads - work in progress	Footpaths - work in progress	Drainage - work in progress	Parks and ovals - work in progress	Total Infrastructure
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2022	142,784,826	13,809,679	22,215,071	10,294,857	23,770,451	2,003,611	2,218,055	0	0	0	0	217,096,550
Additions	990,668	122,288	722,718	755,146	627,885	68,522	482,647	817,505	13,349	26,671	195,904	4,823,303
(Disposals)	0	0	0	(269,566)	0	0	0	(7,133)	0	0	0	(276,699)
Depreciation	(2,941,041)	(457,307)	(410,611)	(522,112)	(429,549)	(76,925)	(142,066)	0	0	0	0	(4,979,611)
Transfers	165,024	5,572	0	150,351	0	552	3,036	135,405	4,394	2,159	466,493	(4,979,611)
Balance at 30 June 2023	140,999,477	13,480,232	22,527,178	10,408,676	23,968,787	1,995,760	2,561,672	945,777	31,065	31,065	198,063	217,130,036
Comprises:												
Gross balance at 30 June 2023	165,540,177	19,246,047	31,642,195	15,952,205	39,586,885	3,979,893	3,327,011	945,777	31,065	31,065	198,063	280,462,667
Accumulated depreciation at 30 June 2023	(24,540,700)	(5,765,815)	(9,115,017)	(5,543,529)	(15,618,098)	(1,984,133)	(765,339)	0	0	0	0	(63,332,631)
Balance at 30 June 2023	140,999,477	13,480,232	22,527,178	10,408,676	23,968,787	1,995,760	2,561,672	945,777	31,065	31,065	198,063	217,130,036
Additions	1,222,757	93,086	29,089	105,043	324,000	0	0	305,989	2,230	(2,956)	0	2,190,980
(Disposals)	0	0	0	0	0	0	0	0	(2,956)	0	0	(2,956)
Depreciation	(2,961,727)	(460,365)	(420,208)	(533,442)	(437,397)	(78,285)	(166,351)	0	0	0	0	(5,057,775)
Transfers	937,977	28,110	13,349	160,295	0	0	0	(937,977)	(28,110)	2,229	(160,295)	0
Balance at 30 June 2024	140,198,484	13,141,063	22,149,408	10,140,572	23,855,390	1,917,475	2,395,321	313,789	2,229	0	146,554	214,260,285
Comprises:												
Gross balance at 30 June 2024	167,700,911	19,367,243	31,684,633	16,217,543	39,910,885	3,979,893	3,327,011	313,789	2,229	0	146,554	282,850,691
Accumulated depreciation at 30 June 2024	(27,502,427)	(6,226,180)	(9,535,225)	(6,076,971)	(16,055,495)	(2,062,418)	(931,690)	0	0	0	0	(68,390,406)
Balance at 30 June 2024	140,198,484	13,141,063	22,149,408	10,140,572	23,855,390	1,917,475	2,395,321	313,789	2,229	0	146,554	214,260,285
* Asset additions included additions received at substantially less than fair value: During the year ended 30 June 2023	484,943	89,817	665,657	0	0	0	0	0	0	0	0	1,240,417

\* Asset additions included additions received at substantially less than fair value:  
During the year ended 30 June 2023

(Appendix AAR: 10.6A)

SHIRE OF DARDANUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

9. 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	Management valuation	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Infrastructure - footpaths	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Infrastructure - drainage	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Infrastructure - parks and ovals	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Infrastructure - bridges	3	Cost approach using current replacement cost	Independent valuation	June 2021	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Infrastructure - car parks	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Infrastructure - lighting	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) 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 DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**10. 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:

<b>Asset Class</b>	<b>Useful life</b>
Buildings - non-specialised	
- sub-structure	18 to 90 years
- super-structure	15 to 75 years
- roof	14 to 68 years
- finishing & fittings	8 to 38 years
- services	11 to 53 years
- site surround works	30 years
Furniture and equipment	4 to 10 years
Plant and equipment	5 to 15 years
Sealed roads and streets	
- earthwork	Not depreciated
- pavement	30 to 80 years
- seal: bitumen	20 years
- seal: asphalt	40 years
- seal: brick paving	40 years
- kerbing	60 years
- drainage	40 years
Gravel Roads	
- earthwork	Not depreciated
- pavement	10 to 20 years
Infrastructure Assets - Pathways	
- concrete	50 years
- limestone	15 years
- paving	25 years
- asphalt	20 years
- timber	30 years
Infrastructure - Stormwater Drainage	50 to 75 years
Infrastructure - Parks and Reserves	
- playgrounds	15 years
- furniture	15 years
- turf	20 years
- gardens	15 years
- irrigation	12 to 40 years
- sporting infrastructure	15 to 25 years
- rubbish bin enclosures	15 years
- marine structures	20 years
- other structures	15 to 80 years
Infrastructure - Bridges	
- timber	80 years
- other	100 years
Infrastructure - Car Parks	
- earthwork	Not depreciated
- pavement	30 to 80 years
- seal: bitumen	20 years
- seal: asphalt	40 years
- seal: brick paving	40 years
- kerbing	60 years
- drainage	40 years
Infrastructure - Lighting	5 to 25 years
Right of use - land	Based on the remaining lease term
Right of use - buildings	Based on the remaining lease term
Right of use - plant and equipment	Based on the remaining lease term
Right of use - furniture and fittings	Based on the remaining lease term
Right of use - motor vehicles	Based on the remaining lease term

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**10. 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*, 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.
- (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 DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**11. 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.

Note	Right-of-use assets - land and buildings	Right-of-use assets - furniture and equipment	Right-of-use assets Total
	\$	\$	\$
<b>Balance at 1 July 2022</b>	133,431	313,882	447,313
Gains/(losses) from sale and leaseback transactions	(26,138)	0	(26,138)
Depreciation	(48,653)	(141,783)	(190,436)
<b>Balance at 30 June 2023</b>	58,640	172,099	230,739
Gross balance amount at 30 June 2023	158,758	595,648	754,406
Accumulated depreciation at 30 June 2023	(100,118)	(423,549)	(523,667)
<b>Balance at 30 June 2023</b>	58,640	172,099	230,739
Gains/(losses) from sale and leaseback transactions	(14)	1,326	1,312
Depreciation	(39,742)	(100,878)	(140,620)
<b>Balance at 30 June 2024</b>	18,884	72,547	91,431
Gross balance amount at 30 June 2024	72,285	357,794	430,079
Accumulated depreciation at 30 June 2024	(53,401)	(285,247)	(338,648)
<b>Balance at 30 June 2024</b>	18,884	72,547	91,431

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

		2024 Actual	2023 Actual
		\$	\$
Depreciation on right-of-use assets		(140,620)	(190,436)
Finance charge on lease liabilities	27(d)	(3,674)	(7,360)
Gains/(losses) from sale and leaseback transactions		1,312	(26,138)
<b>Total amount recognised in the statement of comprehensive income</b>		(142,982)	(223,934)
Total cash outflow from leases		(146,618)	(198,874)

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**11. LEASES (Continued)**

**(b) Lease Liabilities**

Current  
Non-current

27(d)

2024 Actual	2023 Actual
\$	\$
84,009	141,270
11,724	96,117
95,733	237,387

The Shire has one land lease that has been recognised as a lease liability. The term of the lease is for 10 years.

The Shire has five furniture and equipment leases. The term for these leases are between three to five years. The furniture and equipment leases have fixed lease periods, however, the land lease is reviewed each year.

**Secured liabilities and assets pledged as security**

Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

**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 27(d).

**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 10 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 DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
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**12. TRADE AND OTHER PAYABLES**

**Current**

Sundry creditors	
Prepaid rates	
Accrued payroll liabilities	
ATO liabilities	
Bonds and deposits held	
Accrued interest on long term borrowings	
Accrued expenses	
Prepaid revenue	

2024	2023
\$	\$
445,839	1,624,075
1,067,491	970,687
238,712	218,644
36,373	30,146
362,683	538,979
102,280	101,879
28,127	0
2,539	1,625
2,284,044	3,486,035

**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.

**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 DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
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**13. OTHER LIABILITIES**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
<b>Current</b>		
Contract liabilities from contracts with customers - Grant Revenue	934,065	621,264
Capital grant/contributions liabilities - Developer Contributions	126,198	314,769
Other Liabilities from contracts with customers - Revenue	55,206	28,238
	<u>1,115,469</u>	<u>964,271</u>
<b>Non-current</b>		
Capital grant/contributions liabilities - Developer Contributions	0	261,660
	<u>0</u>	<u>261,660</u>
<b>Reconciliation of changes in contract liabilities</b>		
Opening balance	621,264	598,305
Additions	934,065	621,264
Revenue from contracts with customers included as a contract liability at the start of the period	(621,264)	(598,305)
	<u>934,065</u>	<u>621,264</u>
The aggregate amount of the performance obligations unsatisfied (or partially unsatisfied) in relation to these contract liabilities was \$2,036,990 (2023: \$1,597,393)		
The Shire expects to satisfy the performance obligations, from contracts with customers unsatisfied at the end of the reporting period, within the next 12 months.		
<b>Reconciliation of changes in capital grant/contribution liabilities</b>		
Opening balance	576,429	511,660
Additions	9,022	588,332
Revenue from capital grant/contributions held as a liability at the start of the period	(459,253)	(523,563)
	<u>126,198</u>	<u>576,429</u>
<b>Expected satisfaction of capital grant/contribution liabilities</b>		
Less than 1 year	126,198	314,769
1 to 2 years	0	261,660
2 to 3 years	0	0
3 to 4 years	0	0
4 to 5 years	0	0
> 5 years	0	0
	<u>126,198</u>	<u>576,429</u>

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

**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.

Fair values for non-current capital grant/contribution liabilities, not expected to be extinguished within 12 months, are based on discounted cash flows of expected cashflows to satisfy the obligations using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 24(i)) due to the unobservable inputs, including own credit risk.

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
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**14. BORROWINGS**

	Note	2024			2023		
		Current	Non-current	Total	Current	Non-current	Total
<b>Secured</b>		\$	\$	\$	\$	\$	\$
Debentures		502,125	9,297,809	9,799,934	456,556	8,299,934	8,756,490
<b>Total secured borrowings</b>	27(a)	502,125	9,297,809	9,799,934	456,556	8,299,934	8,756,490

**Secured liabilities and assets pledged as security**

Debentures are secured by a floating charge over the assets of the Shire of Dardanup.

**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 24(i)) due to the unobservable inputs, including own credit risk.

**Risk**

Details of individual borrowings required by regulations are provided at Note 27(a).

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
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**15. EMPLOYEE RELATED PROVISIONS**

**Employee Related Provisions**

**Current provisions**

**Employee benefit provisions**

Annual leave

Long service leave

Other employee leave provisions - rostered days off

**Total current employee related provisions**

**Non-current provisions**

**Employee benefit provisions**

Long service leave

**Total non-current employee related provisions**

**Total employee related provisions**

	2024	2023
	\$	\$
Annual leave	743,610	793,334
Long service leave	853,713	830,521
Other employee leave provisions - rostered days off	29,859	40,607
<b>Total current employee related provisions</b>	<b>1,627,182</b>	<b>1,664,462</b>
<b>Non-current provisions</b>		
<b>Employee benefit provisions</b>		
Long service leave	220,180	242,262
<b>Total non-current employee related provisions</b>	<b>220,180</b>	<b>242,262</b>
<b>Total employee related provisions</b>	<b>1,847,362</b>	<b>1,906,724</b>

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 DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
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**16. OTHER PROVISIONS**

	Provision for rehabilitation on leased land (Transfer Station)	Total
	\$	\$
<b>Opening balance at 1 July 2023</b>		
Non-current provisions	186,910	186,910
	186,910	186,910
Additional provision	8,819	8,819
<b>Balance at 30 June 2024</b>	195,729	195,729
<b>Comprises</b>		
Non-current	195,729	195,729
	195,729	195,729

**Other provisions**

Amounts which are expected to be paid out within 12 months of the reporting date are classified as current. Exact timing of payment of non-current obligations is unable to be reliably estimated as it is dependent on factors beyond the control of the local government.

**MATERIAL ACCOUNTING POLICIES**

**Provisions**

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

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

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
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**17. REVALUATION SURPLUS**

	<b>2024 Opening Balance</b>	<b>Total Movement on Revaluation</b>	<b>2024 Closing Balance</b>	<b>2023 Opening Balance</b>	<b>Total Movement on Revaluation</b>	<b>2023 Closing Balance</b>
	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land - freehold land	5,876,608	0	5,876,608	5,876,608	0	5,876,608
Revaluation surplus - Buildings - non-specialised	21,289,894	0	21,289,894	21,289,894	0	21,289,894
Revaluation surplus - Furniture and equipment	141,852	0	141,852	141,852	0	141,852
Revaluation surplus - Plant and equipment	61,467	0	61,467	61,467	0	61,467
Revaluation surplus - Motor vehicles	308,205	0	308,205	308,205	0	308,205
Revaluation surplus - Infrastructure - roads	108,194,691	0	108,194,691	108,194,691	0	108,194,691
Revaluation surplus - Infrastructure - footpaths	12,432,829	0	12,432,829	12,432,829	0	12,432,829
Revaluation surplus - Infrastructure - drainage	25,129,986	0	25,129,986	25,129,986	0	25,129,986
Revaluation surplus - Infrastructure - parks and ovals	4,201,118	0	4,201,118	4,201,118	0	4,201,118
Revaluation surplus - Infrastructure - bridges	19,147,883	0	19,147,883	19,147,883	0	19,147,883
Revaluation surplus - Infrastructure - car parks	1,289,053	0	1,289,053	1,289,053	0	1,289,053
Revaluation surplus - Infrastructure - lighting	2,127,985	0	2,127,985	2,127,985	0	2,127,985
	<b>200,201,571</b>	<b>0</b>	<b>200,201,571</b>	<b>200,201,571</b>	<b>0</b>	<b>200,201,571</b>



**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
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**18. RESTRICTIONS OVER FINANCIAL ASSETS**

	<b>Note</b>	<b>2024 Actual \$</b>	<b>2023 Actual \$</b>
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	15,150,825	25,217,280
		15,150,825	25,217,280
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts	28	14,216,760	24,596,016
Contract liabilities	13	934,065	621,264
<b>Total restricted financial assets</b>		15,150,825	25,217,280
<b>19. UNDRAWN BORROWING FACILITIES AND CREDIT STANDBY ARRANGEMENTS</b>			
Bank overdraft limit		0	0
Bank overdraft at balance date		0	0
Credit card limit		15,000	15,000
Credit card balance at balance date		0	0
<b>Total amount of credit unused</b>		15,000	15,000
<b>Loan facilities</b>			
Loan facilities - current		502,125	456,556
Loan facilities - non-current		9,297,809	8,299,934
<b>Total facilities in use at balance date</b>		9,799,934	8,756,490
<b>Unused loan facilities at balance date</b>		Nil	Nil

SHIRE OF DARDANUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

20. CONTINGENT LIABILITIES

The Shire does not have any contingent liabilities at year end.

21. CAPITAL COMMITMENTS

	2024	2023
	\$	\$
Contracted for:		
- capital expenditure projects	42,130	1,067,335
	42,130	1,067,335
Payable:		
- not later than one year	42,130	1,067,335
Administration Building/Library Project	42,130	945,828
Eaton Oval Clubrooms	0	121,507

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**22. RELATED PARTY TRANSACTIONS**

**(a) Elected Member Remuneration**

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

Note	2024 Actual \$	2024 Budget \$	2023 Actual \$
President's annual allowance	28,838	28,838	28,411
President's meeting attendance fees	19,778	19,778	19,482
President's annual allowance for ICT expenses	2,625	2,625	2,625
President's travel and accommodation expenses	741	666	981
	51,982	51,907	51,499
Deputy President's annual allowance	7,209	7,209	7,103
Deputy President's meeting attendance fees	12,773	12,773	12,582
Deputy President's annual allowance for ICT expenses	2,625	2,625	2,625
Deputy President's travel and accommodation expenses	0	666	0
	22,607	23,273	22,310
All other council member's meeting attendance fees	85,153	89,411	83,880
All other council member's child care expenses	1,374	0	1,565
All other council member's annual allowance for ICT expenses	17,500	18,375	17,500
All other council member's travel and accommodation expenses	0	4,668	0
	104,027	112,454	102,945
22(b)	178,616	187,634	176,754

**(b) Key Management Personnel (KMP) Compensation**

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

Note	2024 Actual \$	2023 Actual \$
Short-term employee benefits	2,211,578	1,880,532
Post-employment benefits	274,596	225,334
Employee - other long-term benefits	59,018	53,490
Employee - termination benefits	38,515	78,501
Council member costs	178,616	176,754
22(a)	2,762,323	2,414,611

*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.

*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.

*Termination benefits*

These amounts represent termination benefits paid to KMP (Note: may or may not be applicable in any given year).

*Council member costs*

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

**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.

**SHIRE OF DARDANUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**

**23. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD**

Events may occur between the end of the reporting period and the date when financial statements are verified by the Council. The Shire is not aware of, or in receipt of, any information or events that may impact or lead to any adjustment in the financial statements after the reporting period.

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**24. 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. unforced) 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 10.

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 DARDANUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**

**25. RATING INFORMATION**

**(a) General Rates**

RATE TYPE	Basis of valuation	Rate in \$	Number of Properties	2023/24 Actual Rateable Value*	2023/24 Actual Rate	2023/24 Actual Interim Rates	2023/24 Total Revenue	2023/24 Budget Rate	2023/24 Budget Interim Rate	2023/24 Budget Total Revenue	2022/23 Actual Total Revenue
<b>(i) General rates</b>											
General Rates - GRV: Residential	Gross rental valuation	0.109420	4,429	80,548,294	8,813,594	33,554	8,847,148	8,813,594	100,359	8,913,953	7,770,947
General Rates - GRV: Commercial	Gross rental valuation	0.109420	62	14,851,106	1,625,008	63,436	1,688,444	1,625,008	0	1,625,008	1,518,351
General Rates - GRV: Industrial	Gross rental valuation	0.109420	71	9,441,903	1,033,133	20,929	1,054,062	1,033,133	0	1,033,133	958,767
General Rates - GRV: Small Holding	Gross rental valuation	0.109420	387	9,064,228	991,808	12,388	1,004,196	991,808	0	991,808	904,639
General Rates - UV: Broad Acre Rural	Unimproved valuation	0.005974	493	315,390,094	1,884,140	(3,939)	1,880,201	1,884,140	0	1,884,140	1,755,198
General Rates - UV: Mining	Unimproved valuation	0.005974	0	0	0	0	0	0	0	0	0
<b>Total general rates</b>			5,442	429,295,625	14,347,683	126,368	14,474,051	14,347,683	100,359	14,448,042	12,907,902
<b>(ii) Minimum payment</b>		<b>Minimum Payment \$</b>									
General Rates - GRV: Residential	Gross rental valuation	1,547.50	523	5,242,376	809,343	67,675	877,018	809,343	0	809,343	1,333,408
General Rates - GRV: Commercial	Gross rental valuation	1,547.50	9	67,360	13,928	0	13,928	13,928	0	13,928	13,928
General Rates - GRV: Industrial	Gross rental valuation	1,547.50	43	425,600	66,542	0	66,542	66,543	0	66,543	75,954
General Rates - GRV: Small Holding	Gross rental valuation	1,547.50	76	553,300	117,610	12,157	129,767	117,610	0	117,610	134,464
General Rates - UV: Broad Acre Rural	Unimproved valuation	1,640.35	121	20,079,028	198,482	3,282	201,764	198,482	0	198,482	172,154
General Rates - UV: Mining	Unimproved valuation	1,640.35	16	267,980	26,246	6,912	33,158	26,245	0	26,245	59,547
<b>Total minimum payments</b>			788	26,635,644	1,232,151	90,026	1,322,177	1,232,151	0	1,232,151	1,789,455
<b>Total general rates and minimum payments</b>			6,230	455,931,269	15,579,834	216,394	15,796,228	15,579,834	100,359	15,680,193	14,697,357
<b>(iii) Specified Area Rates</b>		<b>Rate in \$</b>									
Bulk Waste Collection	Gross rental valuation	0.001315	4,747	84,123,610	110,622	1,119	111,741	112,447	0	112,447	112,233
Eaton Landscaping	Gross rental valuation	0.002925	4,508	91,394,796	267,331	3,308	270,639	276,345	0	276,345	267,457
<b>Total amount raised from rates (excluding general rates)</b>			9,255	175,518,406	377,953	4,427	382,380	388,792	0	388,792	376,690
Discounts							(1,485)	0	0	(8,531)	(9,016)
Concessions							(44,813)				(44,813)
<b>Total Rates</b>							16,132,310	16,060,454		16,060,454	15,037,329
Rate instalment interest							70,839			66,837	66,185
Rate overdue interest							79,551			68,109	67,404

The 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.

\*Rateable Value at time of raising of rate.

**(Appendix AAR 10.6A)**

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**26. DETERMINATION OF SURPLUS OR DEFICIT**

	Note	2023/24 (30 June 2024 Carried Forward) \$	2023/24 Budget (30 June 2024 Carried Forward) \$	2022/23 (30 June 2023 Carried Forward) \$
<b>(a) Non-cash amounts excluded from operating activities</b>				
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> .				
<b>Adjustments to operating activities</b>				
Less: Profit on asset disposals		(22,418)	0	(59,645)
Less: Movement in liabilities associated with restricted cash		(450,231)	0	(72,665)
Less: Fair value adjustments to financial assets at fair value through profit or loss		(1,681)	0	(3,686)
Less: Gains/(losses) from sale and leaseback transactions		(22)	0	(43)
Add: Loss on disposal of assets		2,956	0	945,897
Add: Depreciation		6,780,102	7,624,365	6,860,300
Non-cash movements in non-current assets and liabilities:				
Pensioner deferred rates		(19,780)	0	3,828
Employee benefit provisions		(22,082)	0	(29,254)
Other provisions		8,819	0	103,077
<b>Non-cash amounts excluded from operating activities</b>		<b>6,275,663</b>	<b>7,624,365</b>	<b>7,747,809</b>
<b>(b) Non-cash amounts excluded from investing activities</b>				
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> .				
<b>Adjustments to investing activities</b>				
Movement in current unspent non-operating grants associated with restricted cash		0	0	(516,334)
Movement in current unspent non-operating developer contributions associated with restricted cash		0	0	55,464
<b>Non-cash amounts excluded from investing activities</b>		<b>0</b>	<b>0</b>	<b>(460,870)</b>
<b>(c) Surplus or deficit after imposition of general rates</b>				
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.				
<b>Adjustments to net current assets</b>				
Less: Reserve accounts	28	(14,216,760)	(8,475,949)	(24,596,016)
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings	14	502,125	541,021	456,556
- Current portion of unspent non-operating grants held in reserve - grants		0	1,954,476	0
- Current portion of contract liability held in reserve - developer contributions		126,198	0	314,769
- Current portion of lease liabilities	11(b)	84,009	80,478	141,270
- Adjustment to current portion of lease liabilities		(135)	0	(135)
<b>Total adjustments to net current assets</b>		<b>(13,504,563)</b>	<b>(5,899,974)</b>	<b>(23,683,556)</b>
<b>Net current assets used in the Statement of Financial Activity</b>				
Total current assets		19,801,985	12,543,353	30,674,217
Less: Total current liabilities		(5,612,829)	(6,463,643)	(6,712,594)
Less: Total adjustments to net current assets		(13,504,563)	(5,899,974)	(23,683,556)
<b>Surplus or deficit after imposition of general rates</b>		<b>684,593</b>	<b>179,736</b>	<b>278,067</b>

**(d) Determination of surplus or deficit**

The end of year surplus for the Shire is reported at \$684,593, against an adopted budgeted surplus of \$179,736 for the 2023/24 financial year. The surplus can be attributed to underspent expenditure and / or higher than budgeted revenue.

SHIRE OF DARDANUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
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7. BORROWING AND LEASE LIABILITIES

a) Borrowings

Purpose	Note	Actual				Budget				
		Principal at 1 July 2022	New Loans During 2022-23	Principal Repayments During 2022-23	Principal at 30 June 2023	Principal at 30 June 2024	Principal at 1 July 2023	New Loans During 2023-24	Principal Repayments During 2023-24	Principal at 30 June 2024
		\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Community amenities</b>										
Wanju Developer Contribution Plan/Waterloo Ind Park - Loan 70		679,751	0	(71,265)	608,486	0	(72,295)	608,486	0	(72,295)
Waste Bins (3 Bin System) - Loan 71		320,000	0	(43,150)	276,850	0	(43,977)	276,850	0	(43,978)
<b>Recreation and culture</b>										
Eaton Recreation Centre - Loan 59		99,118	0	(99,118)	0	0	0	0	0	0
Glen Huon Oval Club Rooms - Loan 69		881,525	0	(44,429)	837,096	0	(46,151)	837,096	0	(46,151)
Eaton Oval Club Rooms - Loan 72		0	700,000	0	700,000	0	(21,826)	700,000	0	(21,826)
<b>Transport</b>										
Depot Land - Loan 66		383,438	0	(63,548)	319,890	0	(66,161)	319,890	0	(66,161)
<b>Economic services</b>										
Gravel Pit Land - Panizza Road - Loan 61		41,220	0	(27,052)	14,168	0	(14,168)	14,168	0	(14,167)
<b>Other property and services</b>										
Administration Building Extensions - Loan 65		43,971	0	(43,971)	0	0	0	0	0	0
Library/Admin Centre, Eaton (#1) - Loan 73		0	6,000,000	0	6,000,000	0	(191,978)	6,000,000	0	(191,978)
Library/Admin Centre, Eaton (#2) - Loan 74		0	0	0	0	1,500,000	0	0	1,500,000	0
<b>Total</b>		2,449,023	6,700,000	(392,533)	8,756,490	1,500,000	(456,556)	8,756,490	1,500,000	(478,810)

All loan repayments were financed by general purpose revenue.

All 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 2024	Budget for year ending 30 June 2024	Actual for year ending 30 June 2023
<b>Community amenities</b>							
Wanju Developer Contribution Plan/Waterloo Ind Park - Loan 70	70	WATC	1.44%	2/06/2031	(12,525)	(12,680)	(14,045)
Waste Bins (3 Bin System) - Loan 71	71	WATC	1.91%	5/02/2029	(6,480)	(6,660)	(7,614)
<b>Recreation and culture</b>							
Eaton Recreation Centre - Loan 59	59	WATC	5.87%	4/04/2023	0	0	(3,342)
Glen Huon Oval Club Rooms - Loan 69	69	WATC	3.84%	9/01/2037	(36,504)	(37,347)	(38,559)
Eaton Oval Club Rooms - Loan 72	72	WATC	4.66%	30/01/2043	(36,742)	(36,822)	(15,726)
<b>Transport</b>							
Depot Land - Loan 66	66	WATC	4.07%	2/08/2027	(13,401)	(14,511)	(16,439)
<b>Economic services</b>							
Gravel Pit Land - Panizza Road - Loan 61	61	WATC	6.19%	30/10/2023	(320)	(471)	(2,062)
<b>Other property and services</b>							
Administration Building Extensions - Loan 65	65	WATC	7.03%	27/03/2023	0	0	(1,844)
Library/Admin Centre, Eaton (#1) - Loan 73	73	WATC	4.45%	3/04/2043	(302,215)	(304,276)	(74,661)
Library/Admin Centre, Eaton (#2) - Loan 74	74	WATC	5.27%	6/06/2044	(6,123)	(42,756)	0
<b>Total Finance Cost Payments</b>					(414,310)	(455,523)	(174,292)

\* WA Treasury Corporation



SHIRE OF DARDANUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

7. BORROWING AND LEASE LIABILITIES (Continued)

b) New Borrowings - 2023/24

Particulars/Purpose	Institution	Loan Type	Term Years	Interest Rate %	Amount Borrowed 2024		Amount (Used) 2024		Total Interest & Charges	Actual Balance Unspent
					Actual	Budget	Actual	Budget		
Library/Admin Centre, Eaton (#2) - Loan 74	WATC	Debenture	20	5.27%	\$ 1,500,000	\$ 1,500,000	\$ (1,500,000)	\$ (1,500,000)	\$ 1,070,661	\$ 0
* WA Treasury Corporation					\$ 1,500,000	\$ 1,500,000	\$ (1,500,000)	\$ (1,500,000)	\$ 1,070,661	\$ 0

c) Unspent Borrowings

Particulars	Institution	Date Borrowed	Unspent Balance 1 July 2023		Borrowed During Year		Expended During Year		Unspent Balance 30 June 2024	
			\$	\$	\$	\$	\$	\$	\$	\$
Wanju Developer Contribution Plan/Waterloo Ind Park - Loan 70	Debenture	1/06/2021	570,582	0	0	(68,917)	501,665	0	0	0
Eaton Oval Club Rooms - Loan 72	Debenture	30/01/2023	519,530	0	0	(519,530)	0	0	0	0
Eaton Administration/Library Building - Loan 73	Debenture	3/04/2023	124,200	0	0	(124,200)	0	0	0	0
* WA Treasury Corporation			1,214,312	0	0	(712,647)	501,665			

SHIRE OF DARDANUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

7. BORROWING AND LEASE LIABILITIES (Continued)

d) Lease Liabilities

Purpose	Note	Actual				Budget			
		Principal at 1 July 2022	New Leases During 2022-23	Principal Repayments During 2022-23	Adjustment to Lease During 2022-23	Principal at 30 June 2023	New Leases During 2023-24	Principal Repayments During 2023-24	Principal at 30 June 2024
Community amenities		\$	\$	\$		\$	\$	\$	\$
Land Lease 2		41,630	0	(11,020)	1,250	31,860	0	(11,680)	20,176
Recreation and culture		138,521	0	(45,169)	0	93,352	0	(46,159)	47,179
Cardio Fitness Equipment Lease 18		93,553	0	(37,504)	(27,430)	28,619	0	(28,619)	0
Other property and services		8,412	0	(7,758)	0	654	0	(1,962)	1,308
Transportable Building Lease 1 / 26		29,118	0	(29,118)	0	0	0	0	0
IT Equipment Lease 4		23,997	0	(6,663)	0	17,334	0	(6,815)	10,519
IT Equipment Lease 7		9,397	0	(5,328)	0	4,069	0	(4,069)	0
IT Equipment Lease 19		11,439	0	(4,508)	0	6,931	0	(4,598)	2,333
IT Equipment Lease 20		43,517	0	(15,551)	0	27,966	0	(15,861)	12,105
IT Equipment Lease 21		12,302	0	(4,396)	0	7,906	0	(4,485)	3,421
IT Equipment Lease 23		43,195	0	(24,499)	0	18,696	0	(18,696)	0
IT Equipment Lease 25		455,081	0	(191,514)	(26,180)	237,387	0	(142,944)	95,733
Total Lease Liabilities	11(b)								

Lease Finance Cost Payments

Purpose	Lease Number	Institution	Interest Rate	Date final payment is due	Actual for year ending 30 June 2024	Budget for year ending 30 June 2024	Actual for year ending 30 June 2023	Lease Term
Community amenities					\$	\$	\$	
Land Lease 2	2	Simple Leasing	2.00%	16/04/2026	(710)	(1,033)	(1,010)	120 months
Recreation and culture								
Cardio Fitness Equipment Lease 18	18	Simple Leasing	2.20%	30/06/2025	(1,580)	(2,486)	(2,570)	60 months
Other property and services								
Transportable Building Lease 1 / 26	26	Simple Leasing	2.00%	31/03/2024	(239)	(1,446)	(973)	27 months
IT Equipment Lease 4	4	Simple Leasing	2.20%	20/07/2023	(4)	(104)	(107)	60 months
IT Equipment Lease 7	7	Simple Leasing	2.10%	30/06/2023	0	0	(330)	48 months
IT Equipment Lease 19	19	Simple Leasing	2.30%	30/12/2025	(325)	(825)	(477)	72 months
IT Equipment Lease 20	20	Simple Leasing	2.10%	31/03/2024	(36)	(239)	(145)	48 months
IT Equipment Lease 21	21	Simple Leasing	2.00%	1/04/2025	(96)	(296)	(186)	48 months
IT Equipment Lease 22	22	Simple Leasing	2.00%	1/04/2025	(412)	(612)	(722)	48 months
IT Equipment Lease 23	23	Simple Leasing	2.00%	1/04/2025	(116)	(366)	(204)	48 months
IT Equipment Lease 25	25	Simple Leasing	2.00%	1/04/2024	(3,674)	(7,878)	(7,360)	36 months
Total Finance Cost Payments								

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**8. RESERVE ACCOUNTS**

**Restricted by legislation/agreement**

	2024 Actual Opening Balance	2024 Actual Transfer to	2024 Actual Transfer (from)	2024 Actual Closing Balance
(a) Eaton Public Open Space Reserve	0	0	0	0
(b) Dardanup Public Open Space Reserve	0	0	0	0
(c) Burekup Public Open Space Reserve	73,582	1,152	0	74,734
(d) Eaton Drive - Access Construction Reserve	144,008	2,254	(107,649)	38,613
(e) Eaton Drive - Scheme Construction Reserve	248,625	3,891	(199,224)	53,292
(f) Collier River (Eaton Drive) Bridge Construction Reserve	183,796	2,877	(152,380)	34,293
(g) Unspent Specified Area Rate - Bulk Waste Collection Reserve	73,385	1,148	0	74,533
(h) Unspent Specified Area Rate - Eaton Landscaping Reserve	344,351	105,389	0	449,740
(i) Dardanup Expansion Developer Contribution Plan Reserve	1,067,747	116,711	(459,253)	725,205

**Restricted by council**

(i) Employee Relief Reserve	274,028	9,289	0	283,317
(j) Information Technology Reserve	701,085	360,973	(235,193)	826,865
(k) Road Safety Programs Reserve	27,122	5,824	0	32,946
(l) Tourism Reserve	11,928	187	0	12,115
(m) Executive & Compliance Vehicle Reserve	369,044	125,776	(144,247)	350,573
(n) Employee Leave Entitlements Reserve	49,880	1,281	0	51,161
(o) Refuse Site Environmental Works Reserve	188,411	11,768	0	200,179
(p) Recycling Education Reserve	54,777	25,857	(22,270)	58,364
(q) Eaton Recreation Centre - Equipment Reserve	327,026	105,117	(105,020)	327,123
(r) Council Land Development Reserve	32,972	516	(5,000)	28,488
(s) Sale of Land Reserve	1,371,662	21,468	0	1,393,130
(t) Accrued Salaries Reserve	512,081	13,015	0	525,096
(u) Carried Forward Projects Reserve	2,432,628	1,214,001	(2,207,721)	1,438,908
(v) Strategic Planning Studies Reserve	108,411	1,896	(2,000)	108,107
(w) Town Planning Consultancy Reserve	31,432	50,492	(20,000)	61,924
(x) Parks & Reserves Upgrades Reserve	157,786	322,390	(301,672)	178,504
(y) Election Expenses Reserve	36,800	50,576	(52,175)	35,201
(ab) Pathways Reserve	199,213	126,504	(100,123)	225,594
(ac) Asset / Rates Revaluation Reserve	219,031	73,428	(23,701)	268,758
(ad) Refuse & Recycling Bin Replacement Reserve	65,687	6,028	0	71,715
(ae) Storm Water Reserve	153,957	27,410	(29,089)	152,278
(af) Fire Control Reserve	11,742	184	0	11,926
(ag) Contribution to Works Reserve	935,140	24,495	0	959,635
(ah) Unspent Grants Reserve	2,116,662	1,404,742	(1,857,154)	1,664,250
(ai) Swimming Pool Inspection Reserve	4,569	4,516	0	9,085
(aj) Plant & Engineering Equipment Reserve	661,288	280,350	(115,234)	806,404
(ak) Road Construction and Major Maintenance Reserve	1,338,700	1,339,798	(455,485)	2,223,013
(al) Building Maintenance Reserve	9,920,895	1,623,903	(10,859,567)	685,231
(am) Car Park Reserve	0	0	0	0
(an) Lighting Reserve	0	0	0	0
(ao) Unspent Loan Reserve	1,214,312	19,005	(731,652)	501,665
(ap) Wanjup Developer Contribution Plan - Unspent Loan Reserve	23,528,269	7,230,589	(17,267,303)	13,491,555
	24,596,016	7,347,300	(17,726,556)	14,216,760

	2024 Actual Opening Balance	2024 Actual Transfer to	2024 Budget Transfer (from)	2024 Budget Closing Balance	2023 Actual Opening Balance	2023 Actual Transfer to	2023 Actual Transfer (from)	2023 Actual Closing Balance
(a) Eaton Public Open Space Reserve	0	0	0	0	0	0	0	0
(b) Dardanup Public Open Space Reserve	0	0	0	0	0	0	0	0
(c) Burekup Public Open Space Reserve	73,582	73,045	747	73,792	72,651	931	0	73,582
(d) Eaton Drive - Access Construction Reserve	144,008	0	0	0	144,008	0	0	144,008
(e) Eaton Drive - Scheme Construction Reserve	248,625	0	0	0	248,625	0	0	248,625
(f) Collier River (Eaton Drive) Bridge Construction Reserve	183,796	5,067	52	5,119	514,376	192,983	(523,563)	783,796
(g) Unspent Specified Area Rate - Bulk Waste Collection Reserve	73,385	90,139	922	90,061	89,662	1,149	(17,426)	73,385
(h) Unspent Specified Area Rate - Eaton Landscaping Reserve	344,351	340,828	103,487	6,648	239,565	104,786	0	344,351
(i) Dardanup Expansion Developer Contribution Plan Reserve	1,067,747	509,079	105,208	175,620	916,254	692,482	(540,989)	1,067,747
(j) Employee Relief Reserve	274,028	266,613	7,728	269,341	265,626	8,402	0	274,028
(k) Information Technology Reserve	701,085	606,709	356,208	461,658	699,457	408,959	(407,331)	701,085
(l) Road Safety Programs Reserve	27,122	26,924	275	27,199	26,779	343	0	27,122
(m) Tourism Reserve	11,928	11,841	121	11,962	11,777	151	0	11,928
(n) Executive & Compliance Vehicle Reserve	369,044	340,899	123,488	190,867	223,903	145,141	0	369,044
(o) Employee Leave Entitlements Reserve	49,880	49,520	1,007	50,527	48,756	1,124	0	49,880
(p) Refuse Site Environmental Works Reserve	188,411	84,713	867	85,580	84,255	104,156	0	188,411
(q) Recycling Education Reserve	54,777	54,328	25,556	56,489	44,211	10,566	0	54,777
(r) Eaton Recreation Centre - Equipment Reserve	327,026	327,317	103,349	297,019	303,650	83,889	(60,513)	327,026
(s) Council Land Development Reserve	32,972	27,777	284	23,061	22,681	10,291	0	32,972
(t) Sale of Land Reserve	1,371,662	1,354,336	13,857	1,368,193	2,341,667	29,995	(1,000,000)	1,371,662
(u) Accrued Salaries Reserve	512,081	503,387	10,151	508,538	500,668	11,413	0	512,081
(v) Carried Forward Projects Reserve	2,432,628	1,848,743	307,931	658,029	3,235,514	441,702	(1,244,588)	2,432,628
(w) Strategic Planning Studies Reserve	108,411	107,499	1,100	106,599	109,508	6,403	(7,500)	108,411
(x) Town Planning Consultancy Reserve	31,432	18,225	50,186	48,411	28,072	10,360	(7,000)	31,432
(y) Parks & Reserves Upgrades Reserve	157,786	183,988	251,883	124,488	145,854	201,868	(189,936)	157,786
(z) Election Expenses Reserve	36,800	36,714	50,376	28,908	11,651	25,149	0	36,800
(aa) Pathways Reserve	199,213	191,965	101,964	121,813	174,198	102,231	(77,216)	199,213
(ab) Asset / Rates Revaluation Reserve	219,031	230,074	73,654	260,218	184,811	72,367	(38,147)	219,031
(ac) Refuse & Recycling Bin Replacement Reserve	65,687	64,946	5,665	70,611	59,920	5,767	0	65,687
(ad) Storm Water Reserve	153,957	104,914	26,073	80,557	183,642	27,352	(57,037)	153,957
(ae) Fire Control Reserve	11,742	11,657	119	11,776	11,594	148	0	11,742
(af) Contribution to Works Reserve	935,140	946,813	9,688	956,501	921,807	26,707	(13,374)	935,140
(ag) Unspent Grants Reserve	2,116,662	1,208,845	1,187,011	643,214	2,837,639	1,704,413	(2,425,390)	2,116,662
(ah) Swimming Pool Inspection Reserve	4,569	4,535	46	4,581	4,511	58	0	4,569
(ai) Plant & Engineering Equipment Reserve	661,288	659,449	256,747	625,285	585,646	133,502	(57,860)	661,288
(aj) Road Construction and Major Maintenance Reserve	1,338,700	920,820	659,422	786,953	801,284	910,264	(372,848)	1,338,700
(ak) Building Maintenance Reserve	9,920,895	8,327,718	833,909	255,133	3,550,218	6,645,475	(274,798)	9,920,895
(al) Car Park Reserve	0	0	0	0	0	0	0	0
(am) Lighting Reserve	0	0	0	0	0	0	0	0
(an) Unspent Loan Reserve	1,214,312	1,217,523	5,295	172,818	0	1,214,312	0	1,214,312
(ap) Wanjup Developer Contribution Plan - Unspent Loan Reserve	23,528,269	19,738,792	4,463,960	8,300,329	18,135,838	12,342,508	(6,950,077)	23,528,269
	24,596,016	20,247,871	4,569,168	8,475,949	19,052,092	13,034,990	(7,491,066)	24,596,016

All reserves are supported by cash and cash equivalents and are restricted within equity as Reserve accounts.

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**3. RESERVE ACCOUNTS (Continued)**

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:

<b>Name of reserve account</b>	<b>Purpose of the reserve account</b>
<b>Restricted by legislation/agreement</b>	
(a) Eaton Public Open Space Reserve	Established to account for cash-in-lieu of Public Open Space contributions in Eaton in accordance with the Planning and Development Act 1995.
(b) Dardanup Public Open Space Reserve	Established to account for cash-in-lieu of Public Open Space contributions in Dardanup in accordance with the Planning and Development Act 1995.
(c) Burekup Public Open Space Reserve	Established to account for cash-in-lieu of Public Open Space contributions in Burekup in accordance with the Planning and Development Act 1995.
(d) Eaton Drive - Access Construction Reserve	Established for the construction of Eaton Drive Access Road from developer contributions.
(e) Eaton Drive - Scheme Construction Reserve	Established for the future construction of Eaton Drive from developer contributions.
(f) Colle River (Eaton Drive) Bridge Construction Reserve	Established for the future construction of a bridge over the Colle River and extend Eaton Drive.
(g) Unspent Specified Area Rate - Bulk Waste Collection Reserve	Established to hold unspent specified area rates for bulk waste collection.
(h) Unspent Specified Area Rate - Eaton Landscaping Reserve	Established to hold unspent specified area rates for Eaton landscaping.
(i) Dardanup Expansion Developer Contribution Plan Reserve	Established to hold funds for the design and construction of community facilities in Dardanup associated with the implementation of DCA2 – Dardanup Expansion Area Developer Contribution Plan.
<b>Restricted by council</b>	
(i) Employee Relief Reserve	To provide funds for employee related entitlements and relief staff for prolonged employee leave.
(ii) Information Technology Reserve	Established for the acquisition or lease of software and computer equipment.
(k) Road Safety Programs Reserve	Established to hold contributions from road transport permits which are to be used for general road safety programs in the Shire.
(l) Tourism Reserve	Established to fund the development of tourism projects including the implementation of works associated with the Gnomesville Master Plan.
(m) Executive & Compliance Vehicle Reserve	To fund the purchase, replacement or lease of Council's executive and compliance vehicles.
(n) Employee Leave Entitlements Reserve	To provide funds for employee purchased leave entitlements under Policy.
(o) Refuse Site Environmental Works Reserve	Established to provide funds for environmental works at the Banksia Road Refuse Site.
(p) Recycling Education Reserve	Unspent recycling education funds for use in special education programs and as a contribution toward the shared Waste Education Officer's salary.
(q) Eaton Recreation Centre - Equipment Reserve	Established for the acquisition, replacement or lease of furniture, fittings, plant or gym equipment at the Eaton Recreation Centre.
(r) Council Land Development Reserve	Established for funding the acquisition or development of Council land for resale.
(s) Sale of Land Reserve	Established to hold funds from the sale of Council land.
(t) Accrued Salaries Reserve	This fund consists of cash backed salaries and wages allocation paid annually into this reserve over a period of 10 financial years to meet the additional cash flow in each eleventh year when 27 pay periods occur (all other years have 26 pay periods).
(u) Carried Forward Projects Reserve	Established to hold unspent project funds to be carried forward into future financial years. Project funds that are not expended within 2 financial years of their initial allocation to this reserve are to be reallocated to the Municipal Fund.
(v) Strategic Planning Studies Reserve	Established for funding strategic studies.
(w) Town Planning Consultancy Reserve	Established to fund the engagement of consultants to undertake Town Planning Studies.
(x) Parks & Reserves Upgrades Reserve	Established to fund the development of Parks and Reserves.
(y) Election Expenses Reserve	Established to fund Council elections.
(ab) Pathways Reserve	Established to provide funds for the creation, upgrade and renewal of the Shire's pathway infrastructure.
(ac) Asset / Rates Revaluation Reserve	Established to provide funds for asset and rating revaluations.
(ad) Refuse & Recycling Bin Replacement Reserve	Established to provide funds for replacement of refuse and recycling bins.
(ae) Storm Water Reserve	Established to ensure preservation of Council's transport storm water infrastructure network independent of grants and contributions.
(af) Fire Control Reserve	For the purchase, construction and development of fire fighting equipment and buildings.
(ag) Contribution to Works Reserve	Established to account for contributions and donations received from external sources.
(ah) Unspent Grants Reserve	Established to identify unexpended grants and special projects funding.
(ai) Swimming Pool Inspection Reserve	Established to account for unspent Swimming Pool Inspection Levy.
(aj) Plant & Engineering Equipment Reserve	To fund the purchase, replacement or lease of Council's heavy plant and engineering equipment.
(ak) Road Construction and Major Maintenance Reserve	Established to provide funds for the upgrade and renewal of the Council's transport infrastructure.
(al) Building Maintenance Reserve	For the purchase, construction and maintenance of Council buildings.
(am) Car Park Reserve	Established to provide funds for the upgrade and renewal of the Council's car parking infrastructure.
(an) Lighting Reserve	Established to provide funds for the upgrade and renewal of the Council's lighting infrastructure.
(ao) Unspent Loan Reserve	Established to hold unspent loan funds.
(ap) Wanju Developer Contribution Plan - Unspent Loan Reserve	Established to hold unspent loan funds raised for the Wanju Developer Contribution Plan planning and development costs.

**SHIRE OF DARDANUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**29. 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:

	<b>1 July 2023</b>	<b>Amounts Received</b>	<b>Amounts Paid</b>	<b>30 June 2024</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Eaton POS	141,185	5,821	0	147,006
Dardanup POS	99,962	4,122	0	104,084
Burekup POS	283,548	11,691	0	295,239
Trust Funds for Land Transaction	40,982	1,690	0	42,672
Auspicing Grant	25,612	1,056	(21,904)	4,764
	<b>591,289</b>	<b>24,380</b>	<b>(21,904)</b>	<b>593,765</b>



## Auditor General

### INDEPENDENT AUDITOR'S REPORT

2024

Shire of Dardanup

To the Council of the Shire of Dardanup

#### Opinion

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

- the statement of financial position as at 30 June 2024, 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 2024 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.

#### 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 2024, 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](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 Dardanup for the year ended 30 June 2024 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.



Patrick Arulsingham  
Senior Director Financial Audit  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
15 November 2024



## (Appendix AAR: 10.6B)

RISK ASSESSMENT TOOL									
<b>OVERALL RISK EVENT:</b>		2023-24 Annual Financial Report							
<b>RISK THEME PROFILE:</b>		3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)							
<b>RISK ASSESSMENT CONTEXT:</b>		Operational							
CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL			
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING	
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.	
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.	
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.	
LEGAL AND COMPLIANCE	Risk of Council breaching the Local Government Act 1995 – Risk that the audited 2023/24 Annual Financial Report is not received by Council.	Minor (2)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.	
REPUTATIONAL	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.	
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.	
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.	

# ***BUSINESS CONTINUITY RESPONSE PLAN***

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## Activate the Plan?

Has an incident occurred?



No need to activate this plan

The term 'Incident' can be used to indicate a crisis, disaster, emergency, accident, or any other event resulting, or anticipated to result, in a disruption.

Continue to next question

Will the incident disrupt critical activities for more than 1 day?



No need to activate this plan

Continue to next question

Is the incident preventing the use of a building?



Go to React section (p11)

e.g. Admin Building, Depot, Eaton Recreation Centre, etc

Continue to next question

Is a significant number of staff unable to attend work?



Go to React section (p11)

e.g. information technology down, staff not available

Continue to next question

Are our internal systems/processes impacted, or delivery of services impeded?



Go to React section (p11)

e.g. information technology down, road closures/quarantine preventing access to external work areas, etc

Continue to next question

Is the incident impacting our suppliers ability to deliver critical services/supplies?



Go to React section (p11)

e.g. internet service provider, utilities, deliveries, stationery, reporting, banking, fuel, etc

No need to activate this plan

## Background

### Principle of Response

An Organisation's behaviours during an incident can significantly damage the trust of elected members, staff, the community and other stakeholders. Therefore, after establishing the safety and wellbeing of all involved, the Shire will seek to:

- Provide regular, concise and meaningful communications internally and externally.
- Strategically manage the incident through strong leadership.
- Work together as a team demonstrating the Shire's principles and values to swiftly return operations to normality.
- Provide the Shire's community, customers, and stakeholders with essential services.
- Provide Shire of Dardanup staff with a safe working environment to support service delivery in a productive manner.
- Minimise the impact on the Shire's operations and public image.
- Provide assurance to the community that the Shire's operations and service to residents remain strong and viable.
- Ensure that the recovery efforts have the necessary resources and support.
- Set critical milestones and time frames for recovery. Plan into the future.
- Ensure all actions are documented for investigators.

### Purpose

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

### Aim

To maintain core services, and deliver as many other services as possible, during or following a disruptive incident.

### Objectives

- Identify obstacles to maintaining business-as-usual
- Establish leadership to guide restoration of business-as-usual
- Ensure all staff and stakeholders are informed, and aware of alternative arrangements

### Context

The Shire of Dardanup is established per the *Local Government Act 1995*. This plan covers the local government District of the Shire of Dardanup, with specific focus on facilities, personnel and other resources of the organisation.

The Shire has a range of responsibilities to the community in the event of an incident. There would be an expectation within the community that core business should be continued, concurrent to any Shire involvement with any incident response or recovery in relation to the incident itself.

There is no legislative requirement for the Shire of Dardanup to have a Business Continuity Plan. However, having such a plan is viewed by Council as best practice that would ensure the ongoing delivery of critical activities and services during an incident. Also, the Audit and Risk Committee will assess whether a sound and effective approach has been followed in establishing a Business Continuity Plan, including whether planning has been periodically updated and tested.

‘Business continuity’ is defined as the capability of an organisation to continue the delivery of critical activities and services at predefined acceptable levels following a disruptive incident.

An incident may be considered to be: a crisis, disaster, emergency, accident or any other event resulting, or anticipated to result, in a disruption. Disruptive incidents can come in varying types, sizes and levels of impact, they may be a result of a single or multiple events, be intentional or accidental, or occur suddenly or present a long lead time. Incidents include less dramatic events such as power or IT outages right through to major events such as the complete loss of a Shire building due to fire. Incidents may impact the organisation directly, e.g. a cyber-attack, or impact the community in general, e.g. bushfire, and effect the organisation through loss of workforce, utilities, suppliers, etc.

Business continuity planning is a key component in providing an adequate response to those incidents. The Business Continuity Plan focuses on the organisation’s coping with an incident. In contrast, the *Local Emergency Management Arrangements*, and subplans, cover the Shire’s planning to assist the community cope with the impacts of an emergency on the community as a whole.

## Scope

This plan focuses primarily on the response to an incident, and the initiation of the organisation’s recovery afterwards. The plan does not guide the strategic business continuity management program.

The plan assumes that external hazard management agencies, and emergency services, are capable of performing their roles in line with their responsibilities.

The plan does not guide the organisation’s response to guiding the community through emergencies – this is within the scope of the *Local Emergency Management Arrangements*.

## Responsibilities

In relation to the Shire’s management of an incident impacting business continuity, the following responsibilities apply.

**Council** is responsible for:

- Reviewing and approving the Shire’s overall business strategies, risk management strategies, risk appetite, frameworks and policies for managing key risks which are incorporated in the Risk Management Governance Framework.
- Providing direction to the Incident Management Team and delegating appropriate authority to accept risk and oversee implementation and outcomes.

The **Shire President** is the Shire’s official spokesperson on all non-operational issues in an Incident Management situation and plays a key role in developing Shire messages.

The **Chief Executive Officer** is the Shire’s official spokesperson on all operational issues in an Incident Management situation. In the CEO’s absence the Deputy CEO or Director acting as CEO must be able to take on the role of official spokesperson.

The **Executive Management Team** is responsible for:

- Regular oversight of the Business and Community Disruption Risk Profile within the Risk Management Governance Framework, including the Business Continuity Program.

- Sharing best practice to improve the overall Business Continuity process.
- Monitoring mandated Divisional activities within the Business Continuity Program.
- Managing Shire-wide activities.
- Advocating cross-Business Units activities such as plan strategies and exercises where applicable.

The **Incident Management Team's** responsibilities include:

- Minimise the impact on the Shire's operations and public image (reputation).
- Strategically managing the incident, through strong organisational leadership and communications.
- Ratify major recovery decisions.
- Ensure that the recovery efforts have the necessary resources and support.
- Set critical milestones and time frames for recovery.
- Ensure that Employees are fit for the role they're being asked to perform.

The **Communications Team** is responsible for:

- Provide advice and specialist guidance regarding internal and external communications.
- Draft internal and external communications.
- Oversee all media liaison.

The **Human Resources Team** is responsible for:

- Provide information on staff as required.
- Facilitate the provision of essential welfare services to staff.
- In liaison with Police, facilitate informing and updating next of kin.
- Manage communications with appropriate external parties (e.g. WorkSafe)

The **Audit & Risk Committee** is responsible for:

- Determining the appropriateness and effectiveness of the Business Continuity Framework.
- Reporting on Framework implementation or specific material risks as they are escalated in line with the underlying Shire of Dardanup Risk Management Governance Framework.
- Provide support and guidance to Incident Management Team on process and Business Continuity matters.
- Continuously monitor achievement of recovery objectives.
- Maintain constant liaison with the Incident Management Team.

The **Coordinator Health, Emergency & Ranger Services** is responsible for:

- Maintaining the Shire's Business Continuity Plan in conjunction with the IMT, EMT and Shire staff.
- Support/guidance/reports for the Incident Management Team
- Providing advice and support to staff in Business Continuity concepts and templates.

The **Information System Team** is responsible for:

- Developing, maintaining and reporting to the Incident Management Team on the Shire's IT Disaster Recovery Framework and capabilities.
- Continually update and provide specialist guidance to Incident Management Team regarding status and actions of IT.
- Manage strategic and operational issues relating to IT & Communications.
- Ensure planned responses (IT DR) are co-ordinated in line with expectations and capabilities.



The **Information Document Services** is responsible for:

- Manage document processing services in accordance with the Shire's Record Keeping Plan.

The **Finance Team** is responsible for:

- Manage all financial aspects of the incident including procurement, financial reporting and cash flow requirements of the Shire.
- Ensure the ongoing capability to remunerate staff.

The **Governance Team** is responsible for:

- Ensure the Incident Management Team is continually aware of any legal or governance aspects of the situation.
- Support the administration of Incident Management Team meetings including preparing agendas and minutes.

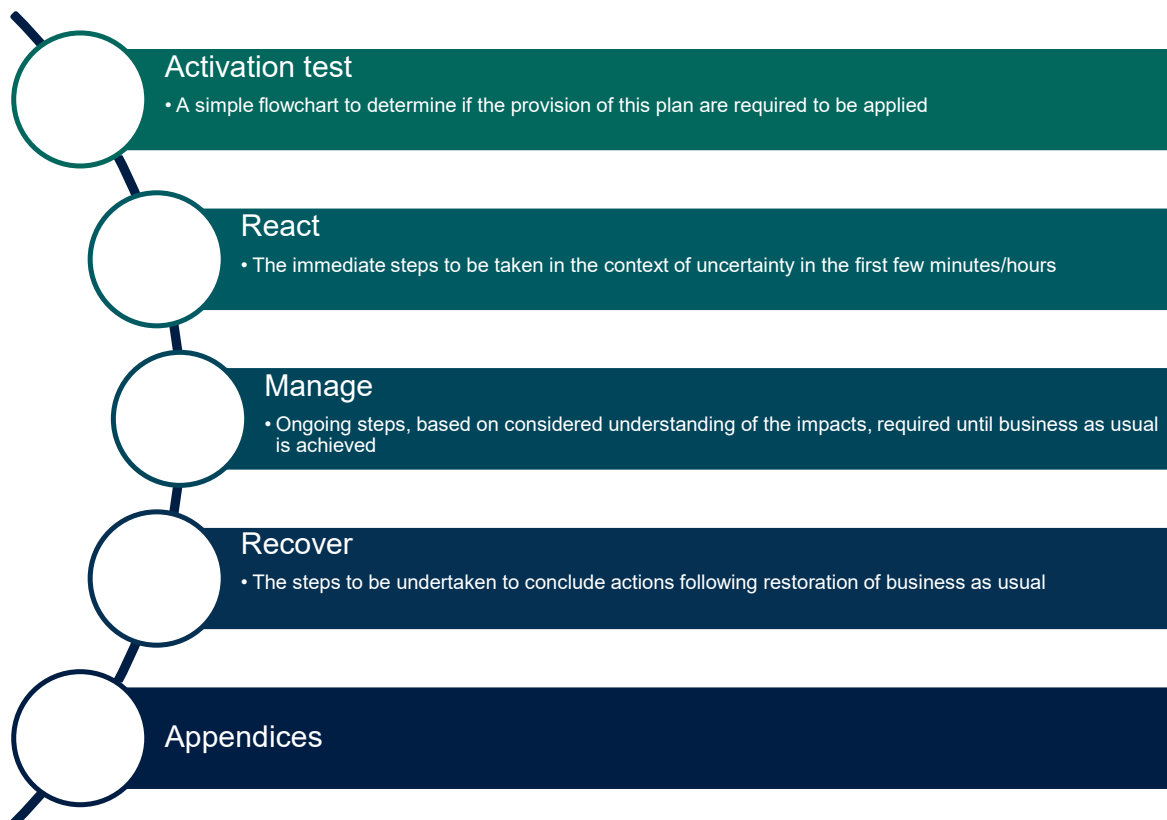
**Building Services** is responsible for:

- Provide specialist guidance regarding premises and security matters.
- Manage strategic issues relating to liaison with emergency services, recovery sites and salvage.

**Managers/Coordinators/Supervisors/Team Leaders** are to ensure that actions, decisions and any other requirements of the Incident Management Team are enabled, completed and reported on.

## Layout of Plan

This plan is specifically designed to be a practical guide to maintaining business continuity and restoring business as usual following a disruptive incident. The plan is structured to flow as the organisation implements coping mechanisms, maintains them, and winds up when they are no longer required.



This plan is designed to remain a 'paper-based' plan. It is meant to be hand-written on/in as an incident is reacted to and managed through to recovery. One of the events that could trigger the use of this plan is a failure of information technology systems, at which time electronic copies may not be accessible.

## Validation

An effective fit-for-purpose plan cannot be considered reliable until it has been exercised and proven as workable, especially since false confidence may be placed in its reliability. Consequently, exercising the plan assumes considerable importance in establishing the business continuity management ability and capability of the Shire.

Exercises do not create pass/fail situations; rather they are designed to expose the areas in the plan that need to be revisited.

The major components of the plan are reviewed periodically and revised upon the results of each test.

Desktop scenario exercises provide a mechanism to validate the plan, identify any improvements that can be made and provide training to those people who would be involved with the enactment of the plan in an actual Incident. Among other things, desktop scenario exercises are designed to identify any potential roadblocks and their solutions, to ensure that when the plan is executed in a real-life situation it will work without fail.

The most recent validations were conducted in:

- December 2021
- March 2018

## Document Control

Version	Date	Comments
1	1 November 2017	Adopted by Council – Resolution 286-17
2	May 2018	Reviewed – LGIS & CERS
3	November 2019	Reviewed – CERS & EMO
4	February 2020	Update contacts – CERS
5	September 2020	Updates to content – Michael Sparks LGIS
6	December 2020	Updates to contacts, specialists & deputies – SoD
7	March 2021	Update to contacts – CERS
8	September 2021	Review and contact update – CERS
9	December 2021	Review and Updates contact details and Deputies – Directors/Managers
10	October 2022	Exercise, Review and Update of Recommendations
11	?	Review and updates

Printed copies of this plan are located at:

- Eaton Administration Centre
- Dardanup Administration Centre
- Depot – Martin Pelusey Road
- Chief Executive Officer's Office
- Eaton Recreation Centre
- Emergency Warden grab bags
- Governance Staff

Electronic copies of this plan are saved:

- In TARDIS:
  - [Final Business Continuity Plan](#)
- Staff Intranet

## React

### Immediate Action

Establish the safety and wellbeing of staff, visitors and the community.

### Notify the Incident Management Team

Note time of contacting IMT for investigators

	Contacted	Deputy
<b>André Schönfeldt</b> CEO Mobile: [REDACTED]	Date & Time	
<b>Ms Natalie Hopkins</b> Director Corporate and Governance Mobile: [REDACTED]	Date & Time	Cathy Lee Business [REDACTED] Personal [REDACTED]
<b>Theo Naude</b> Director Infrastructure Mobile: [REDACTED]	Date & Time	Nathan Ryder [REDACTED]
<b>Ashwin Nair</b> Director Sustainable Development Mobile: [REDACTED]	Date & Time	Patrick Hughes Manager Development Services Mobile (work): [REDACTED] Mobile (personal): [REDACTED]
<b>Maddie Darch</b> Executive Assistant to CEO Mobile: [REDACTED]	Date & Time	Donna Bailye Personal [REDACTED]
<b>Tyrrell Gardiner</b> Shire President Mobile: [REDACTED]	Date & Time	

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

Note time of contacting  
Specialist for investigators

## Notify Support Specialists

	Support Specialist Title	Deputy
Stephen Loiterton [REDACTED]	Coordinator Health, Emergency & Ranger Services	
Patrick Hughes [REDACTED] (work) [REDACTED] (personal)	Manager Development Services	
Kristen McKeachie	Manager Assets	Adrienne Teede
Melanie Ring [REDACTED] (personal)	Manager Community Development	Samantha Atkinson [REDACTED] (personal)
Natalie Hopkins [REDACTED] [REDACTED] (personal)	Manager Financial Services	Ricky Depillo [REDACTED]
Cathy Lee [REDACTED]	Manager Human Resources	Teresa Partridge [REDACTED]
Donna Bailye [REDACTED]	Manager Governance	Cindy Barbetti [REDACTED]
Chris Murray [REDACTED]	Manager Information Services	Kieran O'Brien [REDACTED]
Nathan Ryder [REDACTED]	Manager Infrastructure Planning and Design	James Reilly [REDACTED]
André van der Merwe [REDACTED]	Manager Operations	Belinda Jansen Vanvuuren [REDACTED]
Michael Gibbings [REDACTED] [REDACTED] (personal)	Manager Recreation Centre	Wills Pomare [REDACTED]
Neil Nicholson [REDACTED]	Principal Environmental Health Officer	Caitlyn Roberts
Teresa Partridge [REDACTED]	Human Resource Coordinator	Jasmine Sillifant
Samantha King [REDACTED]	Work, Health & Safety Officer	Cathy Lee [REDACTED]
Tahniah Creedon	Communications Officer – Media	Breeanna Batrick [REDACTED] (personal)
Thomas Shook	IT Team Leader	Kieran O'Brien [REDACTED]

## Establish Incident Control Centre

Consider the following actions important:		
<b>Ideally at</b> <ul style="list-style-type: none"> <li>Council Chambers</li> </ul> <b>Alternatively:</b> <ul style="list-style-type: none"> <li>Depot (Martin Pelusey Road)</li> <li>Eaton Recreation Centre</li> <li>Glen Huon Oval Football Sports Pavilion</li> <li>MS Teams / Zoom, etc</li> </ul>		Date & Time
Arrange access and teleconferencing facilities at <i>Incident Control Centre</i> .		Date & Time

## Convene Incident Management Team

Assign roles and responsibilities:		
<b>Appoint</b> Incident Leader to be 'single source of truth' and key contact for the organisation.	Delegated to:	Date & Time
<b>Determine</b> other Leadership Team roles and responsibilities.	Incident Management Team Leader	Date & Time
<b>Nominate</b> a scribe (by default, IMT Support Officer).	Delegated to:	Date & Time
<b>Appoint</b> Information Officer with expertise relevant to the incident as a conduit between IMT and workforce and if required backfill Officer role.	Incident Management Team Leader	Date & Time
<b>Consider</b> nominating a trusted administrator to assist with working through the checklists and act in an advisory capacity.	Delegated to:	Date & Time
<b>Secure</b> involvement of staff from support areas with expertise relevant to the incident (HR/I.T./Works, etc.) (Support Specialists contact list above).	Incident Management Team Leader	Date & Time

## Assess the Situation

During the Initial Incident Management Team Meeting...	Delegate	Completed
<b>Conduct</b> an assessment of the situation. (see separate form)	Delegated to:	Date & Time
<b>Establish</b> realistic outcome? Determine objectives.	Incident Management Team Leader	Date & Time
<b>Obtain</b> details of any witnesses, photographic or CCTV evidence (see separate evidence gathering form)	Delegated to:	Date & Time
<b>Contact</b> any relevant contractors to determine if they have been affected by the incident	Delegated to:	Date & Time
If the incident is caused by a pandemic then <b>refer</b> to Administrative Policy AP120 – <i>Pandemic Response</i> for additional guidance	Delegated to:	Date & Time

## Communications

During the Initial Incident Management Team Meeting...	Delegate	Completed
<b>Notify</b> all staff currently on duty.		
<b>Contact</b> all staff currently off duty, e.g. on leave or located elsewhere, and provide advice on need to return to work or stay away.	Delegated to:	Date & Time
<b>Contact</b> all relevant stakeholders who need to be informed about the incident. (also refer to Appendix D – Key External Contacts and Appendix E – Contractors)	Delegated to:	Date & Time
<b>Notify</b> neighbours	Delegated to:	Date & Time
<b>Notify</b> insurer and seek advice	Delegated to:	Date & Time
<b>Contact</b> local business, school & community leaders where appropriate	Delegated to:	Date & Time
<b>Notify</b> key contacts of any amended working arrangements	Delegated to:	Date & Time
<b>Provide</b> updates to staff and consider welfare provisions for impacted individuals	Delegated to:	Date & Time
<b>Release</b> external communications if deemed appropriate	Delegated to:	Date & Time
<b>Conduct</b> site visits if deemed appropriate and safe	Delegated to:	Date & Time
<b>Ensure</b> all relevant stakeholders continue to be kept informed	Delegated to:	Date & Time
<b>Provide</b> feedback, information, copies of communications & copies of logs to Admin Support to ensure that an appropriate record of the incident is maintained	Delegated to:	Date & Time

## Staffing Considerations

During the Initial Incident Management Team Meeting...	Delegate	Completed
<b>Ensure</b> the safety and wellbeing of staff currently on duty	Delegated to:	Date & Time
<b>Facilitate</b> staff to make contact with their families if they need or want to.		
<b>Determine</b> the minimum number of staff required to continue operations and identify gaps. (Refer to Appendix A or B)	Delegated to:	Date & Time
<b>Cease</b> all non-critical activities where appropriate	Delegated to:	Date & Time
If sending staff home, <b>ensure</b> that they are actually capable of getting home safely.  Assess capability to drive (e.g. injuries, emotional distress, etc) or access to public transport. Ask them if a family member or friend can fetch them, or arrange transport for them (e.g. an ambulance, taxi, staff drop-off).	Delegated to:	Date & Time
<b>Nominate</b> a main internal point of contact. Advise all staff of the point of contact should they need to communicate.	Delegated to:	Date & Time
<b>Remind</b> staff about the Shire's Social Media policy (not to talk to the Press, or post anything business related on Facebook). If an employee is approached for a comment, they should refer the enquirer to the Incident Leader.	Delegated to:	Date & Time
<b>Ensure</b> staff understand: <ul style="list-style-type: none"> <li>• Where they should go</li> <li>• What they should do and how they should do it</li> <li>• The options available to them</li> <li>• Reporting arrangements</li> <li>• That their jobs are safe, if applicable, or the options available to them</li> <li>• When they should come back to work</li> <li>• When the next communication can be expected and how it will be communicated.</li> </ul>	Delegated to:	Date & Time

## External Considerations

During the Initial Incident Management Team Meeting...	Delegate	Completed
<b>Consider</b> requesting assistance from contractors or stakeholders	Delegated to:	Date & Time
<b>Arrange</b> legal or expert advice if required	Delegated to:	Date & Time



## Prepare for Ongoing Considerations

During the Initial Incident Management Team Meeting...	Delegate	Completed
<b>Consider</b> stakeholder and staff communications. (Email, Text messaging, MS Teams, Zoom, WhatsApp, Social Media, White Board, Bulletin board)	Delegated to:	Date & Time
<b>Create</b> a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. (see Appendix I – Communications Guidelines)	Delegated to:	Date & Time
<b>Consider</b> staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc.	Delegated to:	Date & Time
<b>Consider</b> leadership and staff rotation / rostering	Delegated to:	Date & Time
<b>Consider</b> supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc.	Delegated to:	Date & Time
<b>Consider</b> other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc.	Delegated to:	Date & Time
<b>Remind</b> staff to photograph all evidence prior to initiating urgent repairs (for insurance purposes)	Delegated to:	Date & Time
<b>Ensure</b> emergency funds are available if required	Delegated to:	Date & Time
<b>Arrange</b> for phones to be diverted and set up a temporary reception area.	Delegated to:	Date & Time



Situation Assessment

Leadership Team’s Assessment of the Situation
Describe what has happened:
What action has been taken so far?
What has changed / is changing? / Will work hours be affected?
Who is impacted? Which areas are impacted, or may still become impacted?
What might happen next?



How long is this Incident likely to continue?
What actions should be taken immediately?
What's the desired realistic outcome?
Can we put plans in place to deal with any backlogs?
How often should the team meet?

### Log details of all witnesses, photographic and CCTV evidence

## Manage

### Ongoing Meetings

The following is a basic standing agenda for each regular meeting.

Tasks	Delegate	Completed
<b>Record</b> all decisions, actions and issues.	Delegated to:	Date & Time
<b>Monitor</b> ongoing staff support, Work Health & Safety, and wellbeing requirements (refer to checklist)	Delegated to:	Date & Time
<b>Review</b> effectiveness of recovery actions to date	Delegated to:	Date & Time
<b>Discuss</b> any emerging issues or new information	Delegated to:	Date & Time
<b>Reassess</b> resource requirements and capabilities for the following weeks and months	Delegated to:	Date & Time
<b>Review</b> all working arrangements for affected areas	Delegated to:	Date & Time
<b>Review</b> all Time-Critical business activities	Delegated to:	Date & Time
<b>Review</b> existing / current workload and any backlogs	Delegated to:	Date & Time
<b>Review</b> all deferred activities and arrange resumption where possible	Delegated to:	Date & Time
<b>Assess</b> any risk and insurance implications	Delegated to:	Date & Time
<b>Continue</b> to monitor Incident and issue instructions as appropriate	Delegated to:	Date & Time
<b>Review</b> status of Incident and scale down recovery as situation dictates	Delegated to:	Date & Time
<b>Review</b> and update Communications Plan for Councillors, Media, Regulators, other Stakeholders and staff.	Delegated to:	Date & Time
<b>Set</b> next meeting and venue	Delegated to:	Date & Time

## Workforce

This set of tasks focuses on maintaining an effective workforce to deliver services, with a focus on ongoing or managing emerging issues.

Staffing levels	Delegate	Complete
<b>Review</b> staff availability and the minimum staffing levels required to continue or potentially resume operations	Delegated to	Date & Time
<b>Identify</b> staff that may be re-deployed from other areas	Delegated to	Date & Time
<b>Consider</b> whether temporary competent replacements may be arranged from: <ul style="list-style-type: none"> <li>Other Local Governments (City of Bunbury, Shires of Capel, Harvey, Collie, Donnybrook-Balingup)</li> <li>Volunteers (VBFB, SES, DFES, VFRS)</li> <li>Existing contractors</li> <li>Recruitment agencies (e.g. LoGo, WALGA)</li> <li>State Government Agencies</li> <li>Retired employees (LG Pro WA)</li> <li>Schools, Tech Colleges or University students</li> </ul>	Delegated to	Date & Time
<b>Ensure</b> appropriate inductions, training and supervision to be in place for any replacement staff	Delegated to	Date & Time
<b>Ensure</b> staff fatigue management and determine when staff should be rotated (roster system) or when staff should be specifically appointed/seconded and their position backfilled	Delegated to	Date & Time
If moving staff to a new work facility	Delegate	Complete
<b>Set up</b> a minimum of three workstations and a printer for completion of time-sensitive activities such as Payroll, Communications and Customer Services.	Delegated to	Date & Time
<b>Undertake</b> risk assessments, especially on modified or interim working arrangements, to identify any potential safety issues	Delegated to	Date & Time
<b>Arrange</b> Work Health & Safety assessments for any changes in working arrangements or redeployment	Delegated to	Date & Time
<b>Consider</b> how shifts will be established and allocated (e.g. work two shifts of 5 hours rather than one shift of 8 hours)	Delegated to	Date & Time
<b>Discuss</b> changes with personnel and relevant Union if required and engage specialist Industrial Relations assistance	Delegated to	Date & Time
<b>Identify</b> space to segregate/isolate teams or individuals if necessary. Be mindful of any potential bullying or harassment of any particular demographic.	Delegated to	Date & Time
<b>Notify</b> stakeholders of amended working arrangements (e.g. alternate contacts, schedules, delivery locations, etc)	Delegated to	Date & Time
Other	Delegate	Complete
<b>Develop</b> and distribute return-to-work guidance to staff	Delegated to	Date & Time
<b>Conduct</b> regular Fitness for Work Assessments	Delegated to	Date & Time

## Employee's Support & Wellbeing

This set of tasks focuses on the wellbeing and ongoing support to individual staff.

Health and Wellbeing	Delegate	Complete
<b>Support the</b> medical or physical needs of staff. <ul style="list-style-type: none"> <li>staff who are ill/injured</li> <li>persons who may be pregnant</li> <li>anyone who has undergone a recent operation</li> <li>person with a disability</li> </ul>	Delegated to	Date & Time
<b>Support</b> the psychological needs of staff, e.g. those who <ul style="list-style-type: none"> <li>caring for sick family members</li> <li>were involved/witnessed the incident</li> <li>are fearful or anxious about the risks</li> <li>fail to show up to work due to safety concerns</li> </ul>	Delegated to	Date & Time
<b>Remind</b> staff of the availability of the Employee Assistance Program	Delegated to	Date & Time
<b>Consider</b> that staff may need time to heal or adjust to any changes, both during recovery and returning to work.  Only contact family or next of kin with assistance from Employee Assistance Program or Police.	Delegated to	Date & Time
<b>Support/facilitate</b> staff keeping in contact their family	Delegated to	Date & Time
<b>Organise</b> refreshments, catering and toilet facilities	Delegated to	Date & Time
Other	Delegate	Complete
<b>Update</b> staff (Email, Text messaging, Zoom, WhatsApp, Social Media, White Board, Bulletin board, Other)	Delegated to	Date & Time
<b>Consider</b> travel restrictions.	Delegated to	Date & Time
<b>Organise</b> suitable transport arrangements for employees if required	Delegated to	Date & Time
<b>Organise</b> temporary accommodation if required	Delegated to	Date & Time
<b>Ensure</b> provision of appropriate financial advice to staff who have been financially impacted	Delegated to	Date & Time
<b>Implement</b> flexible working arrangements such as shifts, additional breaks or fewer hours per day or week, as appropriate.	Delegated to	Date & Time

## Buildings / Infrastructure / Equipment

Tasks re Loss of (or access to) buildings / infrastructure / equipment	Delegate	Complete
<p>If relocation is necessary; <b>consider</b>:</p> <p><u>Alternative Locations</u>:</p> <ul style="list-style-type: none"> <li>• Depot (Martin Pelusey Road)</li> <li>• Eaton Recreation Centre Building</li> <li>• Dardanup Administration Office</li> <li>• Glen Huon Oval Sports Pavilion</li> <li>• Staff to work from home (secure VPN)</li> <li>• External; Schools, Visitors Centre, Convention Centre etc.</li> <li>• Civic Centres in other Local Governments</li> <li>• Portable site offices</li> </ul> <p><b>Set up</b> a minimum of three workstations and a printer in the new facility.</p> <p><u>Storage Locations</u>: Physical stock or equipment;</p> <p>Council Reserves, vacant land, Depot, Contractors, Local businesses</p>	Delegated to:	Date & Time
<b>Notify</b> current users of the alternate location of your intention to occupy the building	Delegated to:	
<p><b>Consider</b> how workstations &amp; communications for staff working from home will be organised</p> <p>Staff working from home should be housed at the office 2 days per week wherever possible</p>	Delegated to:	Date & Time
<b>Consider</b> other support areas to assist with relocation	Delegated to:	Date & Time
<b>Familiarise</b> staff with new arrangements and determine communication protocols	Delegated to:	Date & Time
<b>Arrange</b> security access controls for the affected building	Delegated to:	Date & Time
<p><b>Manage</b> any new Work Health &amp; Safety/Support &amp; wellbeing issues that may arise either</p> <ul style="list-style-type: none"> <li>• During relocation or</li> <li>• At the new building/s or</li> <li>• With the use of new equipment</li> </ul>	Delegated to:	Date & Time
<b>Notify</b> stakeholders of amended working arrangements	Delegated to:	Date & Time
<b>Redirect</b> : Emails, phones, couriers, etc	Delegated to:	Date & Time
<b>Identify</b> necessary people & equipment requirements to maintain Time-Critical Activities	Delegated to:	Date & Time
If possible, <b>begin</b> salvage or restoration activities	Delegated to:	Date & Time





## IT or Communications

Tasks re Loss of IT or Communications	Delegate	Complete
<b>Contact</b> IT Contractor / Support / or LGIS Cyber Insurer: Chubb Cyber Incident Response Hotline: 1800 027 428 <ul style="list-style-type: none"> <li>Determine potential cause/s</li> <li>Clarify the extent of the outage</li> <li>Clarify the extent of any data loss</li> <li>Determine restoration target timeframes</li> </ul>	Delegated to:	Date & Time
<b>Invoke</b> the I.T. Disaster Recovery Plan	Delegated to:	Date & Time
<b>Determine</b> whether there is a need for any other staff to assist I.T.	Delegated to:	Date & Time
<b>Develop</b> a strategy and resources for recovery, including assistance from external contractors, cyber insurer and I.T. specialists. <ul style="list-style-type: none"> <li>Communications may require Indesign, Illustrator, Your Voice and SnapComms</li> <li>Finance may require ERP/SynergySoft- for Payroll</li> <li>HR will require HIVE for employee contact details and Sharepoint for employee files</li> </ul>	Delegated to:	Date & Time
<b>Enable</b> the strategy and resources for recovery, including possible assistance from neighbouring local governments, responders, external contractors, suppliers, insurers and specialists:	Delegated to:	Date & Time
<b>Notify</b> Stakeholders of amended working arrangements	Delegated to:	Date & Time
<b>Ensure</b> ongoing interaction with appropriate IT Incident Management for regular updates and feedback, including updates to the incident management team.	Delegated to:	Date & Time
<b>Ensure</b> protocols for regular updates and feedback	Delegated to:	Date & Time

## Supplier

Tasks re Loss of Supplier	Delegate	Complete
<b>Contact</b> the supplier (where possible) and determine: <ul style="list-style-type: none"> <li>• The nature and extent of the incident</li> <li>• Have operations ceased entirely, or is it limited?</li> <li>• Supply of any goods currently in transit</li> <li>• Whether the supplier has stock on hand that you can collect</li> <li>• Communication updates from the supplier if possible</li> <li>• Assign someone to monitor &amp; communicate with the supplier</li> </ul>	Delegated to:	Date & Time
<b>Determine</b> restoration timeframes and clearance of backlogs (if applicable)	Delegated to:	Date & Time
<b>Consider:</b> <ul style="list-style-type: none"> <li>• Time-Critical activities that rely on this supplier. Can these be prioritised immediately?</li> <li>• Length of time before these activities are impacted</li> <li>• Alternative suppliers? Contact them immediately</li> <li>• Procurement Requirements Purchasing policy</li> <li>• Alternative procedures</li> </ul>	Delegated to:	Date & Time
<b>Determine</b> if there are any legal, health and safety, reputation or financial implications	Delegated to:	Date & Time
Depending on the nature of the incident, <b>consider</b> supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc.	Delegated to:	Date & Time
<b>Place</b> additional orders to make up any low supply quantities	Delegated to:	Date & Time
<b>Notify</b> stakeholders of amended working arrangements	Delegated to:	Date & Time

## Recover

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



## Appendix A: Time-critical Business Activities (by priority)

Priority	Critical Activity	Business Unit	Minimum Staff	Work Remotely	Guidelines
1	Communications	Executive	2	Yes	Internal and external communication updates to staff, elected members, stakeholders and community, media liaison & official media releases, website, social media, etc) See: 'Key Contact List'
1	Customer Service	Governance	4	Yes	Redirect main office numbers, set up new customer face-to-face office, post messages on Social Media, etc
1	Urgent Ranger-related requests – responses to be prioritised	Ranger Services	2	No	Urgent Ranger-related requests such as Local Law enforcement, animal control, Emergency Management, Police support, bushfire control, camping, illegal burning etc. Parking staff can be re-deployed to compliment staff numbers
1	Traffic Management / Road Projects	Infrastructure	2	No	Assist Emergency Responders, road closures, approvals, events, building works and site safety.
1	Environmental Health – responses to be prioritised	Environmental Health	2	No	Urgent EHO-related requests such as asbestos, pollution, contamination, food poisoning, pests, diseases, applications, Sharps removal, effluent and sewage etc.
1	Payroll	Finance	2	Yes	1 Payroll Officer & 1 Manager. (Require manual paper timesheets input). Requires 2 x Authorised Signatories for Authorising EFT Payroll
1	Procurement	Finance	2	Yes	1 Procurement Officer & 1 Approving Officer
1	WHS, accident investigation and incident reporting	HR	1	Yes	Require incident reporting forms
1	Employee advice, welfare and support	HR	2	Yes	See Employee's support & wellbeing requirements (see p22).
1	Information technology and communications	IT	3	Yes	Cloud services, operating systems, mainframe, core business applications, security, desktop and mobile device services, hardware and software, etc.
1	Set up the Eaton Recreation centre as an emergency evacuation centre	Recreation Centre	2	No	1 Centre Supervisor & ERC Manager. Decision to open up the ERC as an Emergency Evacuation Centre to be approved by the CEO and communicated to relevant Council officers before set up commences in accordance with the adopted Plan.

Priority	Critical Activity	Business Unit	Minimum Staff	Work Remotely	Guidelines
1	Contact all relevant contractors to confirm if they are affected by the incident.	Infrastructure	1	Yes	Contractors include waste, projects, & civil works. See 'key Contact List'.
1	Prioritised response to urgent building maintenance requests (safety)	Building	1	No	Senior Project Officer or Building Property Management Officer depending on whether it is a leased building or another Council building.
1	Road reserve maintenance – responses to be prioritised	Infrastructure		No	Footpaths, drainage, river walls, bridges, roads, etc. Prioritise urgent situations and make safe.
1	Facilities maintenance & cleaning services	Infrastructure		No	Contracted services to be deferred where appropriate. Urgent reactive maintenance to be prioritised.
1	Infrastructure maintenance - responses to be prioritised	Infrastructure		No	Essential reactive maintenance only
1	Parks and Reserves - responses to be prioritised	Infrastructure		No	Hazard reduction and cleaning - reactive clearing of trees over roads, broken infrastructure or assets, public spaces safe and usable for public, reticulation systems and bores
1	Litter control (Biohazard / Hazardous)	Infrastructure / Enviro Health		No	
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	DCG / Finance / Governance	2	Yes	DCEO or Corporate Excellence & Compliance Officer to liaise with insurers for inquiries and advice. Any claims processed through Accounts Payable Officer. Accounts Payable EFT Requires 2 x Authorised Signatories.
2	Responses to Orders and Requisitions	Building	1	Yes	
2	Employee / Contractor inductions	HR/WHS	2	No	
2	Provide Technical / Building Legislative advice	Building	1	Yes	
2	Banking / receipting / funds management	Finance / Governance	1	Yes	
2	Library	Library Services	3	No	Digital services, Community hub, resources for people to remain occupied, home delivery book services, etc.
2	Record keeping, processing of mail, FOI & retrieval and distribution of archives	IDS	1	No	If these facilities are unavailable, outsource to Australia Post.
2	Special Council meetings	Executive / Governance	1	Yes	Governance & Council – includes statutory decisions, compliance, LG Act, Local Laws, authorisations, etc

Priority	Critical Activity	Business Unit	Minimum Staff	Work Remotely	Guidelines
3	Building approvals (including archive plan searches, customer service & lodging of applications)	Building	1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)	Building	1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Burials	Infrastructure / Governance	2	No	1. Cemetery applications and administration undertaken through Manager Governance 2. Principal Works Supervisor undertake operational requirements.



## Appendix B: Time-critical Business Activities (by Directorate/Business Unit)

### Sustainable Development Directorate

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Comments
1	Prioritised response to urgent building maintenance requests (safety)	Sustainable Development / Governance	1	No	Senior Project Officer or Building Property Management Officer depending on whether it is a leased building or another Council building.
1	Urgent Ranger-related requests – responses to be prioritised	Sustainable Development	2	No	Urgent Ranger-related requests such as Local Law enforcement, animal control, Emergency Management, Police support, bushfire control, camping, illegal burning etc. Parking staff can be re-deployed to compliment staff numbers
1	Set up the Eaton Recreation Centre as an emergency evacuation centre	Sustainable Development	2	No	1 Centre Supervisor & ERC Manager. Decision to open up the ERC as an Emergency Evacuation Centre to be approved by the CEO and communicated to relevant Council officers before set up commences in accordance with the adopted Plan.
1	Environmental Health – responses to be prioritised	Sustainable Development	2	No	Urgent EHO-related requests such as asbestos, pollution, contamination, food poisoning, pests, diseases, applications, Sharps removal, effluent and sewage etc.
2	Responses to Orders and Requisitions	Sustainable Development	1	Yes	
2	Provide Technical / Legislative Development advice	Sustainable Development	1	Yes	
2	Library	Sustainable Development	3	No	Digital services, Community hub, resources for people to remain occupied, home delivery book services, etc.
3	Building approvals (including archive plan searches, customer service & lodging of applications)	Sustainable Development	1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)	Sustainable Development	1	Yes	Work requiring site inspections. Monitor legislative requirements.

## Infrastructure Directorate

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Comments
1	Traffic Management / Road Projects	Infrastructure	2	No	Assist Emergency Responders, road closures, approvals, events, building works and site safety.
1	Road reserve maintenance – responses to be prioritised	Infrastructure		No	Footpaths, drainage, river walls, bridges, roads, etc. Prioritise urgent situations and make safe.
1	Facilities maintenance & cleaning services	Infrastructure		No	Contracted services to be deferred where appropriate. Urgent reactive maintenance to be prioritised.
1	Infrastructure maintenance - responses to be prioritised	Infrastructure		No	Essential reactive maintenance only
1	Parks and Reserves - responses to be prioritised	Infrastructure		No	Hazard reduction and cleaning - reactive clearing of trees over roads, broken infrastructure or assets, public spaces safe and usable for public, reticulation systems and bores
1	Litter control (Biohazard / Hazardous)	Infrastructure / Enviro Health		No	
1	Contact all relevant contractors to confirm if they are affected by the incident.	Infrastructure	1	Yes	Contractors include waste, projects, & civil works. See 'Key Contact List'
3	Burials	Infrastructure	3	No	1. Cemetery applications and administration undertaken through Manager Governance 2. Principal Works Supervisor undertake operational requirements.

## Executive Directorate

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Comments
1	Communications	Executive	2	Yes	Internal and external communication updates to staff, elected members, stakeholders and community, media liaison & official media releases, website, social media, etc) See: 'Key Contact List'
2	Special Council meetings	Executive / Governance	1	Yes	Governance & Council – includes statutory decisions, compliance, LG Act, Local Laws, authorisations, etc

## Corporate & Governance Directorate

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Comments
1	Payroll	Corporate & Governance	2	Yes	1 Payroll Officer & 1 Manager . (Require manual paper timesheets input). Ensure Payroll Continuity where possible. Requires 2 x Authorised Signatories for Authorising EFT Payroll
1	Procurement	Corporate & Governance	2	Yes	1 Procurement Officer s & 1 Approving Officer
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	Corporate & Governance	2	Yes	DCEO or Corporate Excellence & Compliance Officer to liaise with insurers for inquiries and advice. Any claims processed through Accounts Payable Officer. Accounts Payable EFT Requires 2 x Authorised Signatories.
2	Banking / receipting / funds management	Corporate & Governance	1	Yes	
2	Cash Flow Requirements	Corporate & Governance	1	Yes	Ensure cash flow sustainable for Council operations.
3	Budget Reallocation and Expense Control	Corporate & Governance	1	Yes	Identify areas of Budget that may require significant increase expenditure or decreased expenditure.
1	WHS, accident investigation and incident reporting	Executive	1	Yes	Require incident reporting forms
1	Employee advice, welfare and support	Executive	2	Yes	See Employee's support & wellbeing requirements (see p22)
2	Employee / Contractor inductions	Executive	2	No	
2	Record keeping, processing of mail, FOI & retrieval and distribution of archives	Corporate & Governance	1	No	If these facilities are unavailable, outsource to Australia Post.
1	Information technology and communications	Corporate & Governance	3	Yes	Cloud services, operating systems, mainframe, core business applications, security, desktop and mobile device services, hardware and software, etc.
1	Customer Service	Corporate & Governance	4	Yes	Redirect main office numbers, set up new customer face-to-face office, post messages on Social Media, etc

## Appendix C - Key Internal Contacts

### General

Main Reception	9724 0000	Redirect to After-Hours Service
Main Email	<a href="mailto:records@dardanup.wa.gov.au">records@dardanup.wa.gov.au</a>	mail@dardanup.wa.gov.au

### Executive

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
<b>Chief Executive Officer</b>	<b>CEO</b>	<b>André Schönfeldt</b>	██████████	<b>Redirect to DCEO</b>
Director Corporate & Governance	DC&G	Ms Natalie Hopkins	██████████ (Personal mobile)	Redirect to DI or DSD
Executive Assistant to CEO	PA CEO	Maddie Darch	██████████	Redirect to MHR
Personal Assistant – Director Corporate & Governance	PA DC&G	Rebecca Hobby	██████████	Redirect to MG
Director Infrastructure	DI	Theo Naude	██████████	Redirect to MO / MA
Personal Assistant – Director Infrastructure	PA I	Stacey Patterson	██████████	Redirect to MG
Director Sustainable Development	DSD	Ashwin Nair	██████████	Redirect to MRS
Personal Assistant – Director Sustainable Development	PA SD	Renee Thomson	██████████	Redirect to MG

### Information Services

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
<b>Manager Information Services</b>	<b>MIS</b>	<b>Chris Murray</b>	██████████	<b>Redirect to ITTL or BSTL</b>
Information Technology Team Leader	ITTL	Thomas Shook	██████████ ██████████	Redirect to MIS
Systems & Network Administrator	SSNA	Charle Xu	██████████	Redirect to ITTL
IT Help Desk Officer	IO	Brodie Hilder	██████████	Redirect to ITTL
Business Solutions Team Leader	BSTL	Kieran O'Brien	██████████ ██████████	Redirect MIS

Analyst Programmer	BSD	Phord Bluebelle		Redirect to BSTL
Business Solutions Officer	BSO	David Jewell		Redirect to BSTL
GIS & Data Analyst	GIS	Jun Huang		Redirect to BSTL
Cyber Security Administrator	CSA	Chris Maley		Redirect to MIS

## Governance

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
<b>Manager Governance</b>	<b>MG</b>	<b>Donna Bailye</b>		<b>Redirect to CECO</b>
Senior Governance Officer	SGO	Ella Rafferty / Krystal Harrison		Redirect to CECO
Corporate Excellence & Compliance Officer	CECO	Cindy Barbetti		Redirect to MG
Executive Support Officer	ESO	Brooke Sudbury		Redirect to MG

## Human Resources

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
<b>Manager HR</b>	<b>MHR</b>	<b>Cathy Lee</b>		<b>Redirect to HRC</b>
HR Coordinator	HRC	Teresa Partridge		Redirect to HRO
HR Officer	HRO	Jasmine Sillifant		Redirect to MHR

## Development Services

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
<b>Manager Development Services</b>	<b>MDS</b>	<b>Patrick Hughes</b>		<b>Redirect CERS or PBS</b>
Coordinator Health Emergency & Ranger Services	CERS	Stephen Loiterton		Redirect to Manager or Senior Ranger
Senior Ranger	SR	Murray Halden		Redirect to another Ranger or to Coordinator
Ranger	RPSS	Paul Sydney-Smith		Redirect to Senior Ranger
Ranger	RDL	Dean Jolly		Redirect to Senior Ranger
Ranger – Duty Phone				

Emergency Management Officer (P/T)	EMO	Vacant		Redirect to Coordinator
Principal Environmental Health Officer	PEHO	Neil Nicholson		Redirect to EHO or Coordinator
Environmental Health Officer	EHO	Caitlyn Roberts		Redirect to PEHO
Principal Building Surveyor	PBS	Peter Jackson		Redirect to MDS
Senior Planning Officer	SPO	Jan Strijdom		Redirect to PPO
Assistant Planning Officer	APO	Gabby Hayward	?	?
Senior Strategic Planning Officer	STPO	Suzanne Occhipinti		Redirect to DSD

† Note: Personal number – not to be disseminated

## Operations

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
<b>Manager Operations</b>	<b>MO</b>	<b>André van der Merwe</b>		<b>Redirect to PWS or PPES</b>
Principal Works Supervisor	PWS	Michael Jeffery		Redirect to MO or PPES
Principal Parks & Environment Supervisor	PPES	Nigel Lyon		Redirect to MO or PWS

## Assets

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
<b>Manager Assets</b>	<b>MA</b>	<b>Kristin McKeachie</b>		Redirect to DE
Development Engineer	DE	Andrew Coulson		Redirect to MA
Manager Infrastructure, Planning & Design	MIPD	Nathan Ryder		Redirect to PDE
Project Development Engineer	PDE	James Reilly		Redirect to MIPD

## Financial Services

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
<b>Manager Financial Services</b>	<b>MFS</b>	<b>Vacant</b>		<b>Redirect to Accountant</b>
Accountant	AC	Ricky Depillo		Redirect to Assistant Accountant
Assistant Accountant	AA	Tricia Richards / Katherine Kaurin		Redirect to Accountant

Finance Coordinator	FC	Amy Lawrence		Redirect to MFS
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## Place and Community Development

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
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<b>Manager Community Development</b>	<b>MCD</b>	<b>Melanie Ring</b>		<b>Redirect to CLS</b>
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Coordinator Library Services	CL	Andrea Strapp		Redirect MPCD
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## Recreation Centre

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
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<b>Manager Recreation Centre</b>	<b>MRC</b>	<b>Michael Gibbings</b>		Redirect to TLSV
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Sports and Venue Team Leader	SVTL	Wills Pomare		Redirect to MRC
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## Appendix D - Key External Contacts

Key Contacts / Organisations / Contractors to be Contacted	Contact
Alinta Gas	13 13 58
Building Commission	1300 489 099
City of Bunbury	9792 7000
Department of Biodiversity, Conservation & Attractions	9219 9000
Department of Communities	6217 6888
Department of Education	9264 4111
Department of Fire & Emergency Services	9395 9300
Department of Health	9289 1555
Department of Jobs, Tourism, Science & Innovation	9222 0555
Department of Local Government, Sport & Cultural Industries	6551 8700
Department of Mines, Industry Regulation & Safety	1300 136 237
Department of Planning, Lands & Heritage	6551 8002
Department of Primary Industries & Regional Development	9368 3333
Department of Transport	13 11 56
Department of Water and Environmental Regulation	6364 7000
Dial Before You Dig	1100
Landgate	9273 7373
Local Government Insurance Services WA (LGISWA)	9483 8888
Main Roads Western Australia	138 138
Office of Transport Security	1800 075 001
Police (Australind) – non emergency	9797 0222
Police, Fire, Ambulance	000
Public Transport Authority	9326 2000
Shire of Capel	9727 0222
Shire of Collie	9734 9000
Shire of Donnybrook	9780 4200
Shire of Harvey	9729 0300
State Heritage Office	6551 8002
Water Corporation	13 13 85
Western Australian Police	13 14 44
Western Power	13 13 51



## Appendix E - Contractors

Service	Contractor	Contact	Number	2 <sup>nd</sup> contact
After Hours Phone Service	Insight Helpdesk	N/A	████████	
Animal Management Facility	City of Bunbury Rangers	Duty Ranger	████████	████████
Asbestos Analysis	Chemistry Centre		████████	
Banking	Commonwealth Bank (CBA)	Tanya Morris	████████	████████ ████████
Biological Waste Disposal	Trans Pacific Cleanaway		████████	
Bitumen Supply & Repair (Contract Ends 30/6/18)	Malatesta Road Paving and Hotmix	Chris Sutton	████████	Kim Beard ████████
Building Security	Chubb		██████	
Building Security Guard Patrols	Nightguard Security Service	Julie/Jo Birch	████████	
Business Machines	Scope Business Systems		████████	
Catering	Hooleys Catering		████████ (Hooleys)	
	The Merchant Café		████████ (The Merchant Cafe)	
Chemical Analysis	Chemistry Centre		████████	
Chemical Waste Disposal	Tox Free Solutions		████████	
Security company for Administration office, Dardanup Office, Depot, ERC and Library building	Cross Security	John and Tracey Cross	████████ Monitoring Centre	████████
Couriers	Courier Australia		██████	
Dardanup Equestrian Centre	President	Michael Dell-Agostino	████████	Jacky Ynema
Dog / Cat / Pet Food Provider	Coles Eaton Fair	Customer Service Staff	██████	
	Woolworths Eaton Fair	Customer Service Staff	██████	
Electrician-Air Conditioning	WA Mechanical Services P/L		██████	
	Bunbury & Busselton Air		██████	
Electrician-Buildings	Scope Electrical Contracting		████████	
	Electrical Experts		████████	
Employee Assistance Program	Access Wellbeing Services	Clive Elliott	██████	████████
Fuel Supply	Caltex Ampol Australian		████████	

Service	Contractor	Contact	Number	2 <sup>nd</sup> contact
Funeral Director/Services	William Barrett & Sons	Melody Hibberd	████████	
Funeral Director/Services	Archer & Sons		████████	
Gravel (Supply & Delivery) (Contract Ends 30/6/18)	Carbone Bros	Fred Carbone	████████	Lyn Scott ████████
Hazardous Waste Disposal	Stanley Road Waste Facility		████████	
Insurers	LGIS	David Wood	████████	████████
Internet & WAN Services	TPG	Support	████████	
Internet Services (Secondary Link)	Westnet	Business Support	████████	
I.T. Backups -	Frontline Services / DATTO	Support	Frontline ████████	DATTO ████████
Managed Firewall	TPG	Support	████████	
I.T. Network Cabling/Fibre	Bunbury Telecom Service		████████	
I.T. Server Hardware	DELL Pro Support	Server Option	████████	
I.T. Server Hardware – Nutanix (Dell Hardware)	DELL Pro Support	Storage Option	████████	
I.T. Server Hardware - Nutanix	Nutanix support		████████	
I.T. Software Microsoft Licensing	DATA 3	Sally Adams	████████	
I.T. Synergy	IT Vision	Jo Arpjn	████████	
I.T. Vision		Helpdesk	████████	
Lawyer	McLeods		████████	
Lone Worker System	SafeTCard Aust		████████	
Mail	Australia Post		████████	████████
Mechanic	Dardanup Garage & Service Station	Dave Morgan	████████	████████
Mechanic	DAPCO Tyre & Auto Service	Belinda Dawson	████████	
Mechanic	Geographe Ford		████████	
Mechanic	Bunbury Toyota		████████	
Mechanic	Bunbury Subaru		████████	
Media Outlets – Newspaper	Omnicom Media		████████	
Media Outlets – Newspaper	Bunbury Mail	Andrew Elstermann	████████	
Media Outlets – Newspaper	SW Times / Bunbury Herald	Wayne Vitali	████████	
Media Outlets - Radio	ABC Radio SW		████████	

Service	Contractor	Contact	Number	2 <sup>nd</sup> contact
Media Outlets - Radio	Radiowest/Hit FM		██████	
Microchip Databases	Central Animal Records	On-Call Staff	██████	Security Pin: █████ (not for public information)
Microchip Databases	Australasian Animal Register (AAR)	On-Call Staff	██████	Security Pin █████ (not for public information)
Mowing Of Council Reserves (Contract Ends 30/6/18)	Perfect Landscapes	Daniel Sissoev	██████	
Network Services	NEC	Justin Jones	██████	Chris Kovaceski
Network Services	Ciphertel	Pawel Mgrauski	██████	
Network Switch Hardware	DELL Pro Support	Network Option	██████	
Newspaper Delivery	WA Newspapers Ltd		██████	
Pest Control	Western Allpest Services		██████	██████
Phone - Incoming Lines Faults	Telstra Faults		██████	
Phone System Shoretel	Bunbury Telecom Service	Gordon Morrison	██████	██████
Phone System Shoretel	Shoretel Support		██████	██████
Plumbing	G&RP Brookes Plumbing		██████	██████
Plumbing	Boyles Plumbing and Gas		██████	
Plumbing	RMC Plumbing Services		██████	
Records Storage	Grace Information and Records Management	Donald	██████	
Records Management Software	RecordPoint		██████	
Rehoming Group – Dog/Cat	South West Animal Rescue	Co-ordinator	████████████████████ █	██████
Rehoming Group - Dog	Save Animals from Euthanasia	Co-ordinator	safebunburydogs@live.com	██████
Rehoming Group - Cat	Save Animals from Euthanasia	Co-ordinator	safebunburycats@live.com	██████
RSPCA			██████	██████
Sharps Containers & Disposal	South West Population Health Unit	Amanda Whittle	██████	
Sharps Containers & Disposal	Naturaliste Hygiene		██████	
Stationery	Office works		██████	
Stationary	Winc Australia		██████	
Telecommunications	Telstra Business	Jonathon Thornton	██████	██████ █

Service	Contractor	Contact	Number	2 <sup>nd</sup> contact
Tyres	Australind Tyre Service	██████████		
	DAPCO Tyre & Auto Service	Belinda Dawson	██████████	
VBFB Call Out SMS System	Qmani	On-Call Staff	Email: Qmani.com Password Required	██████████
Vehicle Towing	Blues Towing Service		██████████	██████████
Vehicle Towing	Dardanup Towing	Craig	██████████	
Vet - Eaton Pet Vet	Veterinary Surgeon	Kerry Wallis	██████████	██████████
Vet - Eaton Vet Clinic	Veterinary Surgeon	Braden Collins	██████████	Joe Cockerill
Vet - Dardanup Vet Clinic	Veterinary Surgeon	Liz Suter	██████████	
Waste – Disposal Of Domestic Waste & Recycling (Contract Ends 30/6/18 & 30/6/19)	Veolia Recycling and Recovery			
Water Sampling Equipment	PathWest		██████████	
Web Hosting	Market Creations			
Web Hosting	NEC	Justin Jones	██████████	Chris Kovaceski
Web Hosting	Zoodata	Robyn Hukin	██████████	Andrew Hukin
Web Hosting	Tech 1	Luke Handcock	██████████	
Web Hosting	Bunbury Telecom		██████████	
Web Hosting	Ciphertel (I.T.)	Pawel Mrugalski	██████████	
Wildcare Helpline (DPAW)			██████████	

## Appendix F - Resources

### Vital Resources

Item	Item
Drainage Plans (Shire Spatial)	Infringement books
State Law Publisher Legislation	Local laws / Acts / Reg's file
Depot key / alarm codes	Contractor Induction List and Process
Planning & Building applications	Shire building plans
Approvals issued	Sewer / septic areas
Council meeting & agenda templates	Insurance Policies
Impound file	Mosquito control file
Employee timesheets	TMP, daily diaries
Password database (Enterprise Vault)	Subdivision referrals
EH Crisis handbook	I.T. DR Plan and Cyber Incident Response Plan
Emergency Management Plans <ul style="list-style-type: none"> <li>Local Emergency Management Arrangements</li> <li>Local Recovery Plan</li> <li>Local Emergency Relief and Support Plan</li> <li>Local Evacuation Support Plan</li> <li>Local Bushfire Response Plan</li> <li>Animal Support Welfare Plan</li> <li>Bushfire Risk Management Plan</li> <li>Memorandum of Understanding for Provision of Mutual Aid during emergencies and Post Incident Recovery</li> </ul>	Council Plans <ul style="list-style-type: none"> <li>Public Health Plan</li> <li>Community Safety and Crime Prevention Plan</li> <li>Disability Access &amp; Inclusion Plan</li> <li>SoD Record Keeping Plan (RKP)</li> <li>SoD Risk Management Governance Framework</li> </ul>

### Information

#### Fact sheets and other information resources

LGIS Commercial Crime and Cybersecurity fact-sheet

[https://lgiswa.com.au/documentlibrary/documentnew/publicindex?documentId=251&fileName=Commercial\\_Crime\\_and\\_Cyber\\_Protection.pdf&libraryGuid=892c2b10-8544-411b-9e4e-0f6ae08c214a](https://lgiswa.com.au/documentlibrary/documentnew/publicindex?documentId=251&fileName=Commercial_Crime_and_Cyber_Protection.pdf&libraryGuid=892c2b10-8544-411b-9e4e-0f6ae08c214a)

Chubb. How to Report a Cyber Incident

<https://www.chubb.com/au-en/business/how-to-report-a-cyber-incident.html>

### Other Resources

#### Infrastructure, Plant and Equipment

Asbestos investigation kit	Trailer-mounted generator
Banking Security Tokens (x4)	Fuel
Purchasing Cards: Credit Cards (1 x Active) Debit Cards (2 x Active) Fuel Cards	
Bulletin board	Mobile phone chargers
Dog / Cat cages	Animal pound food & water
Eftpos/Cash	Manual credit card machine & forms
Notifiable Disease Investigation Kit	Event equipment
Food poisoning investigation kit	Two-way with Base Station
Mosquito Control Equipment	Sand, blue metal, limestone, asphalt
Network & server Infrastructure	Noise monitoring equipment
Rat baits / traps	Padlocks
Reserve electrical power supply	Emergency kits
Safe	PPE Kits (vehicles/lab)
SAT Phones	Car mobile chargers
Spare batteries and chargers for radios	Environmental Health Emergencies Kit & Shire of Dardanup Master Key
Telephony Infrastructure	Sharps Containers
Tools / Pumps / PPE / Consumables	DELL 4032F 10G Switch x2 + Stacking Cables
Truck and Vehicle Driver Keys	DELL 2048P 1G Switch x 1
White Board & Markers	Nutanix Cluster (4 Nodes)
Fortinet firewall	
Appassure DL4000 Recovery node	UPS APC 3kw + Battery Bank (x2)
10G Twinax Connectors 2M (x8)	Ethernet Patch Leads 1M, 2M, 3M, 5M, 10M (48 ea)
Appassure DL4000 Recovery node (x1)	LC-LC MultiMode Patch Leads 2M, 3M, 5M (24 ea)
Server Rack 48RU 1100mm Deep (x1)	Mobile data services
Server Power distribution Unit 48RU (x2)	Server Power Cables 2M C13-C14 (x24)
Server Power Cables 3M C19-C20 (x6)	10G SFP + Multimode Nutanix Adapters (x8)
1G SFP Multimode Adapters (x6)	Ross terminated 8-core Multimode LC-LC Fibre 150M

## Other Resources

	Priority	Delegated to:
Animal poles for Rangers		
Bulletin board		
Car Mobile Chargers		
Coffee & tea		
Dog / Cat cages		
Eftpos/Cash		
Emergency Management Arrangements (also available from other LG's)		
Environmental Health sample equipment		
Fuel		
Manual Timesheets		
Purchase Orders (generated within ERP System only)		
Mobile phone chargers		
Office safe		
Pens, paper & stationery		
Signage (roads, etc)		
White board & markers		

## Appendix H - Activities and Events

### Compliance Calendar

Refer to the Shire of Dardanup Compliance Calendar for key due dates of statutory obligations. The calendar is maintained by the Corporate Excellence & Compliance Officer and reinforces the function of the Compliance Annual Return (CAR), and in supporting Shire staff with meeting their compliance and integrity management.

### Major events

Bull and Barrel

Spring Out Festival

### Public Holidays

Month	Recurring Activity
January	New Year's Day and Australia Day public holidays.
March	Labour Day Public Holiday (WA: first Monday in March).
March/Apr	Good Friday and Easter Monday Public Holidays.
April	ANZAC Day Public Holiday
June	Western Australia Day (formerly Foundation Day) – typically the first Monday in June.
September	King's Birthday Public Holiday (typically the last Monday of September)
November	Melbourne Cup Day (held on the first Tuesday of November).
December	Christmas Day and Boxing Day Public Holidays.



## Appendix I – Communications Guidelines

### Spokesperson

Only an authorised spokesperson may speak to the media (Only the Shire President unless the Shire President authorises the CEO and/or Communications Officer).

### Communications Team responsibilities

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

### Press Release

New York Mayor Rudy Giuliani's format for providing 9/11 disaster information is given as an example of best practice:

- this is what we know (& this is who is impacted)
- this is what we don't know
- this is what we are doing
- this is what we want you to do

A sample format for a press release is:

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

## Prompts

Verify the Incident	
<b>WHAT</b> happened? <b>WHAT</b> is impacted?	
<b>WHERE</b> did it happen?	
<b>WHEN</b> did this happen?	
<b>WHO</b> is involved? <b>WHO</b> is impacted?	
<b>HOW</b> did it happen?	
<b>WHY</b> did it happen?	
<b>WHAT</b> is currently being Completed?	

When collecting information, it is important to consider the following:

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

## Stakeholders

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

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

## Appendix J - Event Log

Date	Time	Information / Decision / Action	Requested by	Referred to	Time completed	Initials
End of page.....of.....pages						

## Appendix L – IMT Agenda Template



### Business Continuity & (Insert Event)

(Insert Date)

(Insert Time)

## A G E N D A

### 1. IMT Attendees/Apologies:

- 1.1 Attendance
- 1.2 Apologies
- 1.3 Appoint Incident Team Leader

### 2. Meeting Purpose:

The purpose of the meeting is to discuss and agree on how the Shire will manage its critical business activities while ensuring the safety and wellbeing of its employees, volunteers and community. Please note this first meeting is not aimed at responding to the emergency on a broader scale, but should be specific to the Shire's operations and how to ensure business continuity.

### 3. Background:

(Insert brief information on event) This should include:

- 3.1 What has happened / is happening?
- 3.2 What do we know about it?
- 3.3 What more would we like to know about it?
- 3.4 What is being done about it by other agencies?
- 3.5 Are there any directions from State or Federal Government requiring us to do certain things?

- 3.6 Situation Assessment (This is what we know, this is what we don't know, this is what we need to do, this is what we are doing)

#### 4. Objectives:

To support the safety and wellbeing of staff;

To ensure business continuity of the Shire of Dardanup critical activities;

To support the needs of Shire of Dardanup community.

4.1 (Insert Objectives – what is the desired realistic outcome?)

4.2 etc..

#### 5. Items for Discussion

##### 5.1 Leadership Roles & Responsibilities

##### 5.2 Support Staff Roles & Responsibilities

##### 5.3 Employee Support & Wellbeing Requirements

##### 5.4 Critical Activities – Corporate Services & Governance

5.4.1 Finance

5.4.2 Procurement

5.4.3 Governance & Risk

5.4.4 HR Services

5.4.5 Information Services

##### 5.5 Critical Activities – Infrastructure

5.5.1 Assets

5.5.2 Operations

5.5.3 Parks & Environment

5.5.4 Works

5.5.5 Planning & Design

**5.6 Critical Activities – Sustainable Development**

- 5.6.1 Planning
- 5.6.2 Building
- 5.6.3 Emergency & Ranger Services (including volunteers)
- 5.6.4 Health
- 5.6.5 Community
- 5.6.6 Library
- 5.6.7 Eaton Recreation Centre

**5.7 Media Management**

**5.8 Fatigue Management Plans**

**6. Next Meeting**

The next meeting of the IMT will be held (Insert Time & Date) at (Insert Location).



## (Appendix AAR: 10.7B)

RISK ASSESSMENT TOOL									
OVERALL RISK EVENT:		Review of Business Continuity Plan							
RISK THEME PROFILE:		2 - Business and Community Disruption 10 - Management of Facilities, Venues, Events and Services							
RISK ASSESSMENT CONTEXT:		Project							
CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL			RESIDUAL RISK RATING
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD		
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	There is a risk that not updating the plan exposes the organisation to additional service interruption.	Moderate (3)	Likely (4)	High (12 - 19)	Update the business continuity plan	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	
LEGAL AND COMPLIANCE	There is a risk that not updating the plan exposes the organisation to some regulatory non-compliance.	Minor (2)	Possible (3)	Moderate (5 - 11)	Update the business continuity plan	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	There is a risk that not updating the plan will lead to public embarrassment, impact and nws profile.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	Update the business continuity plan	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.	Not required.
PROPERTY	No updating the plan may exacerbate property damage during disruption	Moderate (3)	Possible (3)	Moderate (5 - 11)	Update the business continuity plan	Not required.	Not required.	Not required.	Not required.

