



Shire of Dardanup

Corporate & Governance

Directorate

APPENDICES

Item 12.5.1 – 12.5.5

ORDINARY COUNCIL MEETING

To Be Held

Wednesday, 28th January 2026

Commencing at 5.00pm

At

Shire of Dardanup

ADMINISTRATION CENTRE EATON

1 Council Drive - EATON

This document is available in alternative formats such as:

- ~ Large Print
- ~ Electronic Format [disk or emailed]

Upon request.

| RISK ASSESSMENT TOOL | | | | | | | | |
|--|---|---|--------------|----------------------|--|----------------------------|---------------|----------------------|
| OVERALL RISK EVENT: | | Eaton Sports Centre – Annual Usage Report | | | | | | |
| RISK THEME PROFILE: | | | | | | | | |
| 6 - Community Engagement | | | | | | | | |
| 10 - Management of Facilities, Venues, Events and Services | | | | | | | | |
| 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 | Inadequate booking processes may result in reduced revenue for the Shire. | Minor (2) | Unlikely (2) | Low (1 - 4) | 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 | No risk event identified for this category. | Not Required - No Risk Identified | N/A | N/A | Not required. | Not required. | Not required. | Not required. |
| REPUTATIONAL | Council may be perceived negatively if facilities are underutilised | Moderate (3) | Possible (3) | 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 | An increase in bookings may result in accelerated wear and tear on high-use areas, leading to elevated maintenance costs. | Minor (2) | Unlikely (2) | Low (1 - 4) | Not required. | Not required. | Not required. | Not required. |

(Appendix ORD: 12.5.1A)

| 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 |
| LEGAL AND COMPLIANCE | Missed opportunity to leverage best practice governance frameworks. | Minor (2) | Rare (1) | Low (1 - 4) | Not required. | Not required. | Not required. | Not required. |
| REPUTATIONAL | Failure to embed continuous improvement and risk oversight could impact Council's ability to deliver on strategic objectives and maintain community confidence. | 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. |

| RISK ASSESSMENT TOOL | | | | | | | | |
|--------------------------|---|---|--------------|----------------------|--|----------------------------|---------------|----------------------|
| OVERALL RISK EVENT: | | Audit, Risk and Improvement Committee (ARIC) – Upcoming Changes | | | | | | |
| 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 | Additional costs for recruitment, sitting fees, and training of independent members may exceed initial budget estimates if not planned. | Minor (2) | Unlikely (2) | Low (1 - 4) | 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 establish an ARIC by 30 June 2026 could result in non-compliance with the <i>Local Government Amendment Act 2024</i> and associated regulations. | Moderate (3) | Unlikely (2) | Moderate (5 - 11) | Not required. | Not required. | Not required. | Not required. |
| LEGAL AND COMPLIANCE | Delays in recruiting independent Presiding and Deputy Presiding Members could compromise the committee's independence and effectiveness. | Moderate (3) | Unlikely (2) | Moderate (5 - 11) | Not required. | Not required. | Not required. | Not required. |

AUDIT, RISK AND IMPROVEMENT COMMITTEE CHARTER

INSTRUMENT OF APPOINTMENT & TERMS OF REFERENCE

2026

Endorsed at OCM: ???????
Resolution: ??????

Table of Contents

| | | |
|----|---|---|
| 1 | INTRODUCTION..... | 1 |
| 2 | CULTURE – AUDIT RISK AND IMPROVEMENT COMMITTEE..... | 1 |
| 3 | OBJECTIVES – GENERIC | 1 |
| 4 | FUNCTIONS OF THE AUDIT RISK AND IMPROVEMENT COMMITTEE..... | 2 |
| 5 | INDEPENDENCE..... | 2 |
| 6 | COMMITTEE OBJECTIVES – SPECIFIC | 2 |
| 7 | MEMBERSHIP | 4 |
| 8 | INDEPENDENT PRESIDING MEMBER | 6 |
| 9 | MEETINGS | 7 |
| 10 | QUORUM | 7 |
| 11 | DELEGATED POWERS | 8 |
| 12 | TERMINATION OF COMMITTEE | 8 |
| 14 | COMMITTEE DECISIONS..... | 8 |
| 15 | HISTORY OF COUNCIL RESOLUTION ESTABLISHING THE COMMITTEE..... | 8 |

1 INTRODUCTION

- 1.1 The Council of the Shire of Dardanup (the "Council") establishes this committee under the powers given in Section 7.1A of the *Local Government Act 1995*, the committee to be known as the Audit **Risk and Improvement** Committee, (the "Committee").
- 1.2 **The Committee is a formally appointed committee of Council and is responsible to that body.**
- 1.3 The Council appoints ~~to the Committee~~ members of the Committee by resolution of Council. **Membership of the Committee shall**, unless otherwise specified, be for a term ceasing on the day prior to local government elections being held. Council may appoint ~~members for a further term at the next available meeting following the elections~~, or reappoint members at the first available meeting following the elections (Sections 5.10 and 5.11 of the Act).
- 1.4 The Committee shall act for and on behalf of Council in accordance with provisions of the *Local Government Act 1995*, *Local Government (Audit) Regulations 1996*, the *Local Government (Financial Management) Regulations 1996*, local laws and the policies of the Shire of Dardanup and this instrument.
- 1.5 The Committee provides appropriate ~~independent oversight, assurance and advice and recommendations to the Council on matters relevant to its Terms of Reference (ToR). This is in order to facilitate informed decision making by the Council in relation to the legislative functions and duties of the local government that have not been delegated to the Chief Executive Officer ("CEO").~~

2 CULTURE – AUDIT RISK AND IMPROVEMENT COMMITTEE

- 2.1 The Council of the Shire of Dardanup acknowledges that forward thinking accountable authorities and Audit Risk **and Improvement** Committee strive to maintain a sound culture within the entity to protect it from breakdowns in controls or fraud.
- 2.2 Even though the culture of an entity cannot be seen, it is a fundamental part of strong governance.
- 2.3 The performance area of "Leadership" noted within the Council Plan states: "Strong civic leadership supported by responsible and transparent corporate governance."

3 OBJECTIVES – GENERIC

The following objectives are generic to all Council committees:

- 3.1 To consider, advise and assist the local government in performing specified functions or fulfilling required responsibilities within its district;
- 3.2 Where appropriate, to liaise with relevant agencies and other persons in the development, review and testing of Council policy and strategic objectives;

- 3.3 To carry out research and other activities as directed by the Council or prescribed by the regulations; and
- 3.4 To fulfil the objectives and/or undertake the specific tasks as a Committee of Council specified in 'Section 4 – Functions of the **Audit Risk and Improvement** Committee' and 'Section 5 Committee Objectives – Specific'.
- 3.5 To ensure that all members dealings are carried out in accordance with the Shire of Dardanup Code of Conduct for Council Members, Committee Members and Candidates.

(Details of tasks to be endorsed by Council by resolution when the committee is established or as amended from time to time).

4 FUNCTIONS OF THE AUDIT RISK AND IMPROVEMENT COMMITTEE

The detailed functions of the Committee are set out in: ~~the *Local Government (Audit) Regulations 1996, Regulation 14, 16 and 17.*~~

- a) *Local Government (Audit) Regulations 1996* – regulation 16 (functions of audit committee) and regulation 17 (CEO to review certain systems and functions).
- b) *Local Government (Financial Management) Regulations 1996* – regulation 5(2)(c) (financial management systems reviews).
- c) *Local Government Act 1995* – Part 6 (Financial Management) and Part 7 (Audit).

5 INDEPENDENCE

The committee is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and to provide Council with robust, objective and unbiased advice and assurance.

The committee is to have an advisory and assurance role only and is not to exercise any administrative functions, delegated financial responsibilities or any governance functions of the Council. The committee will provide independent advice to the Council that is informed by the Council's internal audit and risk management activities and information and advice provided by staff, relevant external bodies and subject matter experts.

The committee must always ensure it maintains a direct reporting line to and from the Council's internal audit function and act as a mechanism for internal audit to report to the governing body on matters affecting the performance of the internal audit function.

6 COMMITTEE OBJECTIVES – SPECIFIC

The Audit Risk **and Improvement Committee** shall have the following objectives:

- 6.1 To meet with the **external** auditor, once in each year and provide a report to Council on the matters discussed and outcome of those discussions;

- 6.2 To meet with the **external** auditor, at least once each year without management present (closed door session). The Committee will discuss matters relating to the conduct of the **external** audit, including any difficulties encountered, restrictions on scope of activities or access to information, significant disagreements with management and adequacy of management responses;
- 6.3 Provide an effective means of communication between the external and internal auditors and **act as a forum for communication between the governing body, management, the internal audit function and external auditor;**
- 6.4 Examine the reports of the **external** 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;
- 6.5 Review annually the internal audit plan, including any reports produced as part of special assignments undertaken by internal audit.
- 6.6 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;
- 6.7 Consider and recommend adoption of the Annual Financial Report to Council.
- 6.8 To consider the Shire of Dardanup Risk Management Governance Framework (once in every 3 years) for appropriateness and effectiveness and progress on the relevant action plans biannually.
- 6.9 To consider the CEO's triennial reviews of the appropriateness and effectiveness of the Shire's systems and procedures in regard to risk management, internal control and legislative compliance, required to be provided to the Committee, and report to the Council the results of those reviews – *Local Government (Audit) Regulations 1996* - Regulation 17.
- 6.10 Legislative Compliance - Oversee the effectiveness of the systems for monitoring compliance with relevant laws, regulations and associated government policies. This includes:
 - i) review the annual Compliance Audit Return (CAR) in accordance with section 7.13(1)(i) of the *Local Government Act 1995* and report to the Council the results of that review; and
 - ii) receive the biannual compliance report resulting from the Compliance Manual (incorporating the annual calendar).
- 6.11 To consider the Governance Health and Financial Sustainability review when produced and report to the Council the results of that review.
- 6.12 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.

- 6.13 To consider the Information Systems Security biennial review, and report to the Council the results of that review.
- 6.14 Review summary reports from management on all suspected, alleged, and actual frauds, thefts and breaches of laws and ensuring these are reported to the accountable authority and/or relevant authorities.
- 6.15 Assess whether a sound and effective approach has been followed in establishing the Shire's Business Continuity planning arrangements, including whether Business Continuity and Disaster Recovery Plans have been periodically updated and tested.

Any variation to these objectives is not to be considered by the Committee unless approved by Council.

7 MEMBERSHIP

- 7.1 The Committee includes an Independent Presiding Member (Chair). Appointment of an Independent Deputy of the Presiding Member is also mandatory under the Local Government Act 1995, who will step in to preside the meeting in case the Presiding Member is unable to do so.
- 7.2 Council appoints the independent Presiding Member (Chair) and Independent Deputy of the Presiding Member through a Council resolution.
- 7.3 All Committee members must meet the independence and eligibility criteria prescribed under the Local Government Act 1995.
- 7.4 The terms and conditions of each member's appointment to the committee are to be set out in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their responsibilities.
- 7.5 Prior to approving the reappointment or extension of the independent member's term, the Council is to undertake an assessment of the Presiding Member's and Deputy of the Presiding Member's performance. Reappointment is also to be subject to that person still meeting the independence and eligibility requirements prescribed under the Local Government (General) Regulation 2021.
- 7.6 In addition to the Independent Presiding Member (Chair) and Independent Deputy of the Presiding Member, the Council resolves to appoint no more than five elected members as members for the Committee for a period of two years or until the next Ordinary Council election, the five elected members shall be members of the Committee.

[Note: It is recommended that at least half of the Committee members are made up of elected members that are commencing their 4 year term; with the other half being elected members that are midway through their term on Council.]
- 7.7 The members, taken collectively, will have a broad range of skills and experience relevant to the operations of the Council. At least one (1) member of the Committee should have accounting or related financial and/or risk management experience.

~~6.4 Where the desirable accounting or related financial and/or risk management experience cannot be attained from the elected members, membership to the Committee may be extended to one (1) independent external member.~~

~~7.8 Independent Presiding Member (Chair) and Deputy of the Presiding Member external members (if required) will be selected based on the following criteria:~~

~~7.8.1 Be a natural person, who is either an Australian Citizen or a Permanent Resident.~~

~~7.8.2 A suitably qualified & experienced person with demonstrated high level of expertise and knowledge in statutory financial reporting, financial management, risk management, governance, compliance, audit (internal and external), data & cyber security;~~

~~6.4.2 Understanding of the duties and responsibilities of the position; ideally with respect to local government financial reporting and auditing requirements;~~

~~7.8.3 Strong interpersonal and communication skills; and~~

~~7.8.4 To ensure both actual and perceived independence,~~

- ~~i) Not be a current Council member or staff member (permanent or casual) at Shire of Dardanup;~~
- ~~ii) Not have served as a Council member or as an Executive Staff at Shire of Dardanup in last 10 years;~~
- ~~iii) Not be a current Council member or a current Executive Staff at any other neighbouring local governments, namely City of Bunbury, Shire of Harvey, Shire of Capel, Shire of Collie and Shire of Donnybrook-Balingup;~~
- ~~iv) Not have any commercial relationship either directly or indirectly with Shire of Dardanup during their term in office.~~

~~6.4.4 Relevant skills and experience in providing independent expert advice.~~

- ~~v) Not have been subject to bankruptcy or insolvency proceedings under the Bankruptcy Act 1966 (Cth).~~
- ~~vi) Not have been convicted of a serious local government offence or convicted of a criminal offence for which the indictable penalty was or included imprisonment for more than 5 years.~~

~~6.5 An independent external member will be a person with no operating responsibilities with the Council nor will that person provide paid services to the Council either directly or indirectly.~~

~~7.9 Appointment and re-appointment of independent external members shall be made by Council after consideration of the CEO's recommendation. The applications of independent external members will be sought through an open and transparent Expression of Interest process. The evaluation of potential members will be reviewed by the ~~CEO and~~ Director Corporate & Governance, with appointments to be approved by ~~the Audit and Risk Committee and~~ the Council. Appointments will be for a maximum term of two (2) years and align with the biennial Council election cycle. Independent external members will not be appointed for more than three (3) consecutive terms.~~

7.10 Independent external members will be required to complete a confidentiality agreement and confirm that they will operate in accordance with the Shire of Dardanup Code of Conduct for Council Members, Committee Members and Candidates.

7.11 The Council may by resolution terminate the appointment of any independent external member prior to the expiry of his/her term if:

- 7.11.1 The Committee by majority determines that the member is not making a positive contribution to the Committee; or
- 7.11.2 The member is found to be in breach of the Shire of Dardanup Code of Conduct for Council Members, Committee Members and Candidates or a serious contravention of the *Local Government Act 1995*; or
- 7.11.3 A member's conduct, action or comments brings the Council into disrepute.

7.12 **Meeting attendance fee and** reimbursement of approved expenses may be paid to the independent external member in accordance with the *Local Government Act 1995* - Section 5.100.

7.13 New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities. The Director Corporate & Governance will undertake a formal induction process for new members to the Committee at the first Committee meeting post-election.

7.14 Membership is prescribed by the *Local Government Act 1995* - Section 7.1A.

7.15 Specific membership of the Audit Risk **and Improvement Committee** are outlined in sections 5.10 and 5.11 of the *Local Government Act 1995*.

8 INDEPENDENT PRESIDING MEMBER

8.1 ~~The CEO or delegated nominee will preside until the position of Presiding member is filled in accordance with Schedule 2.3 clause 3 of the Local Government Act 1995.~~

8.1 ~~The Committee Council shall appoint an Presiding Member and Deputy Presiding Member Independent Presiding Member and Independent Deputy of the Presiding Member to conduct its business in accordance with the following provisions of Section 5.12 of the Local Government Act 1995.~~

8.2 The **Independent** Presiding Member shall ensure that business is conducted in accordance with the Shire of Dardanup Standing Orders and that minutes of the proceedings are kept in accordance with Section 5.22 of the *Local Government Act 1995*.

8.3 The **Independent** Deputy of the Presiding Member will act as Chair when the Presiding Member is unavailable. ~~Deputy presiding member has the following functions as per section 5.13 of the Local Government Act 1995.~~

8.4 A presiding member is to be chosen from the Committee members present at the meeting if the presiding member or deputy presiding member are unavailable or unwilling to perform

the functions of the presiding member in accordance with Section 5.14 the *Local Government Act 1995*.

7.6 ~~The Presiding Member plays an important role in leading and guiding discussions at Committee meetings. The presiding member shall have the right interpersonal skills to guide discussions on complex and sensitive matters.~~

7.7 ~~To maintain independence and a Committee that is free of undue or improper influence, the presiding member shall not be the Shire President. The Shire President will Chair the Ordinary Council Meetings where the Committee meeting minutes will be confirmed.~~

9 MEETINGS

9.1 In accordance with Section 5.23 of the *Local Government Act 1995*, the meetings will be generally open to the public as the Committee has a power or duty that has been delegated by Council (refer part 10) unless committee resolves to close the meeting to the public for specific matters.

9.2 The Committee shall meet on a quarterly basis, with a minimum of 4 meetings per year, dates to be resolved by the Committee but generally March, June, September and December.

9.3 Notice of meetings including an agenda shall be given to members at least 5 days prior to each meeting.

9.4 The **Independent** Presiding Member shall ensure that detailed minutes of all meetings are kept and shall, not later than 5 days after each meeting, provide the members and Council with a copy of such minutes.

9.5 The minutes of the meeting are to be included in the next available Ordinary meeting of Council agenda for consideration of recommendations or to be received by the Council.

9.6 All members of the Committee shall have one vote. If the vote of the members present are equally divided, the person presiding is to cast a second vote.

9.7 Shire of Dardanup Local Law Standing Orders apply to all Shire of Dardanup committees.

10 QUORUM

Quorum for a meeting shall be at least 50% of the number of offices, whether vacant or not. A decision of the Committee does not have effect unless it has been made by a simple majority.

Note: Council may, at the request of the Committee, agree to set the quorum at a lesser number. However in such circumstances any recommendation on expenditure of monies or on forming policy positions that is being made to Council or the **Director Corporate & Governance CEO**, the committee must have at least 50% of the members present to make a valid recommendation/s.

11 DELEGATED POWERS

- 11.1 Pursuant to section 5.17 of the Act, the Committee is delegated the power to conduct the formal meeting with the Auditor required by Section 7.12(A)(2) on behalf of the Local Government.
- 11.2 In all other matters, Committee recommendations shall not be binding on Council and must be endorsed by Council to take effect.
- 11.3 The Council reserves the right to delegate powers to the Committee if circumstances require delegation. The Delegation shall be recorded in the Council minutes prior to the delegation being exercised.

12 TERMINATION OF COMMITTEE

Termination of the Committee shall be:

- 12.1 In accordance with the *Local Government Act 1995*; or
- 12.2 At the direction of Council; or
- 12.3 On the specified date.

13 AMENDMENT TO THE INSTRUMENT OF APPOINTMENT AND DELEGATION

This document may be altered at any time by the Council on the recommendation of the Committee, or by direct resolution of Council.

14 COMMITTEE DECISIONS

The decisions of the Audit Risk and Improvement Committee is to be by simple majority in accordance with Section 7.1C of the *Local Government Act 1995*.

15 HISTORY OF COUNCIL RESOLUTION ESTABLISHING THE COMMITTEE

The Audit Risk and Improvement Committee was constituted adopted by Resolution of the Shire of Dardanup Council on ?????????.

16 OFFICER(S) RESPONSIBLE FOR MANAGEMENT OF THE COMMITTEE

16.1 The Chief Executive Officer shall appoint an officer relative to the Committee's Terms of Reference to provide secretarial and administrative support to manage the committee. In normal circumstances this responsibility sits with the Director Corporate & Governance. In case CEO assigns secretarial responsibilities of the Committee to someone other than Director Corporate & Governance, that position will be deemed to replace Director Corporate & Governance throughout this Charter.

16.2 The appointed officer shall provide the secretarial and administrative support through their Directorate.

17 CONFIRMATION OF RESPONSIBILITIES

The Committee will confirm annually that all responsibilities outlined in this ToR have been carried out. The annual confirmation will be reported through to Council and will include information about the Committee and the outcomes delivered during the period.

18 INDEPENDENT ASSESSMENT OF COMMITTEE PERFORMANCE

An independent external assessment of the Committee may be undertaken periodically. This assessment may be included in the scope of audit for the Governance Health and Financial Sustainability Review.

19 ANNUAL WORK PLAN

19.1 A forward annual work plan will be agreed by the Committee each year. The forward annual work plan will cover all Committee responsibilities as detailed in this ToR.

19.2 An example of the Annual Work Plan is provided in Appendix A.

APPENDIX A

| AUDIT, RISK AND IMPROVEMENT RISK COMMITTEE – XXXX ANNUAL WORK PLAN | | | | |
|--|--------------|--------------|--------------|--------------|
| FUNCTIONS, RESPONSIBILITIES & ASSOCIATED ACTIVITIES | XX XX | XX XX | XX XX | XX XX |
| 1. Committee Operation | | | | |
| Agree on the annual work plan; and set priority areas for the coming year | | | | |
| Annual confirmation that all responsibilities outlined in the Charter have been carried out. The annual confirmation will be reported through to Council and will include information about the Committee and the outcomes delivered during the period | | | | |
| New members are briefed on their appointment to assist them to meet their Committee responsibilities. | | | | |
| Selection Appointment of Independent Presiding Member and Independent Deputy Presiding Member | | | | |
| 2. Risk Management | | | | |
| To consider the Risk Management Governance Framework (once in every 3 years) for appropriateness and effectiveness (report next Due: XX-XX-XXXX) | | | | |
| Receive the biannual dashboard report | | | | |
| 3. Legislative Compliance | | | | |
| Review the annual Compliance Audit Return (CAR) and report to the Council the results of that review | | | | |
| Receive the biannual compliance report resulting from the Compliance Manual (incorporating the annual calendar) | | | | |
| 4. Internal Audit | | | | |
| Review annually the internal audit annual work plan, including any reports produced as part of special assignments undertaken by internal audit | | | | |
| 5. Financial Reporting | | | | |
| Consider and recommend adoption of the Annual Financial Report to Council | | | | |
| 6. External Audit (OAG) | | | | |
| Audit Entrance Meeting with Independent Presiding Member and Independent Deputy Presiding Member Chair and Deputy Chair as representatives of the Audit, Risk and Improvement Committee, Management and Council Auditors. | | | | |

| AUDIT, RISK AND IMPROVEMENT RISK COMMITTEE – XXXX ANNUAL WORK PLAN | | | | |
|--|--------------|--------------|--------------|--------------|
| FUNCTIONS, RESPONSIBILITIES & ASSOCIATED ACTIVITIES | XX XX | XX XX | XX XX | XX XX |
| 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, Risk and Improvement 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 directions. | | | | |
| 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. | | | | |
| 7. Regulation 17 Triennial Review (report next Due: XX-XX-XXXX) | | | | |
| To consider the CEO's triennial review on risk management, 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 Regulation 17 review | | | | |
| 8. Financial Management Systems Triennial Review (report next Due: XX-XX-XXXX) | | | | |
| 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 | | | | |
| Set the action plan arising from auditor recommendations from the Financial Management Systems Review | | | | |
| Receive an update on the action plan arising from auditor recommendations from the Financial Management Systems Review | | | | |
| 9. Governance Health and Financial Sustainability Review (report next Due: XX-XX-XXXX) | | | | |

AUDIT, RISK AND IMPROVEMENT RISK COMMITTEE – XXXX ANNUAL WORK PLAN

| FUNCTIONS, RESPONSIBILITIES & ASSOCIATED ACTIVITIES | XX XX | XX XX | XX XX | XX XX |
|--|-------|-------|-------|-------|
| To consider the Governance Health and Financial Sustainability Review, and report to the Council the results of that review when undertaken | | | | |
| Set the action plan arising from auditor recommendations from the Governance Health and Financial Sustainability Review | | | | |
| Receive an update on the action plan arising from auditor recommendations from the Governance Health and Financial Sustainability Review | | | | |
| Undertake an independent external assessment of the Committee. This assessment may be included in the scope of audit for the Governance Health and Financial Sustainability Review | | | | |
| 10. Information Systems Security Audit (report next Due: XX-XX-XXXX) | | | | |
| Receive the audit report arising from the 2 yearly Information Systems Security Audit | | | | |
| Set the action plan arising from the recommendations from the Information Systems Security Audit | | | | |
| Receive an update on the action plan arising from the recommendations from the Information Systems Security Audit | | | | |
| 11. Business Continuity Plan (report next Due: XX-XX-XXXX) | | | | |
| To consider the Business Continuity Plan (including disaster recovery) review every 2 years (or after a major event or incident). | | | | |
| Receive a summary report on the testing of the Business Continuity Plan after each test exercise. | | | | |



Audit, Risk and Improvement Committee

SELECTION CRITERIA

The Independent Presiding Member (Chair) and Deputy of the Presiding Member will be selected based on the following criteria:

1. Be a natural person, who is either an Australian Citizen or a Permanent Resident.
2. A suitably qualified & experienced person with demonstrated high level of expertise and knowledge in:
 - statutory financial reporting;
 - financial management;
 - risk management,
 - governance;
 - Compliance;
 - audit (internal and external); and
 - data & cyber security.
3. Strong interpersonal and communication skills.
4. The person must:
 - Not be a current Council member or staff member (permanent or casual) at Shire of Dardanup;
 - Not have served as a Council member or as an Executive Staff at Shire of Dardanup in last 10 years;
 - Not be a current Council member or a current Executive Staff at any other neighbouring local governments, namely City of Bunbury, Shire of Harvey, Shire of Capel, Shire of Collie and Shire of Donnybrook-Balingup;
 - Not have any commercial relationship either directly or indirectly with Shire of Dardanup during their term in office;
 - Not have been subject to bankruptcy or insolvency proceedings under the Bankruptcy Act 1966 (Cth); and
 - Not have been convicted of a serious local government offence or convicted of a criminal offence for which the indictable penalty was or included imprisonment for more than 5 years.

SALARIES AND ALLOWANCES ACT 1975

LOCAL GOVERNMENT CEO AND ELECTED COUNCIL MEMBERS

DETERMINATION VARIATION NO. 1 OF 2025

PREAMBLE

The Salaries and Allowances Tribunal has issued a determination variation to reflect the recent proclamation of sections of the *Local Government Amendment Act 2024* and the issuing of Local Government Audit Regulations with respect to Local Government Audit, Risk and Improvement Committees.

DETERMINATION VARIATION

The Local Government Chief Executive Officers and Elected Council Members Determination of the Salaries and Allowances Tribunal made on 4 April 2025 under sections 7A, 7B and 7BAA of the *Salaries and Allowances Act 1975*, as amended from time to time, is hereby varied as set out below, with effect on and from 1 January 2026.

In Part 1.4 Terms used, delete reference to Committee meeting and insert the following:

Committee meeting means a meeting of a committee of a council where the committee comprises:

- (a) council members only; or
- (b) council members and/or employees of the local government or regional local government and/or independent members.

After Part 6.4, insert the following:

6.4 A Meeting attendance fees for Independent Audit, Risk and Improvement Committee members – per meeting

- (1) In accordance with section 5.100(1)(b) of the LG Act, the fee payable by a local government or regional local government council to an Independent Audit, Risk and Improvement Committee (ARIC) Member (whether Presiding Member, Deputy Presiding Member, Deputy Member or Member) for attendance at an ARIC meeting must be set within the range provided in table 8A. The fees provided in table 8A are exclusive of superannuation. Local government bodies should seek their own professional advice in regard to whether or not independent committee members are to be paid superannuation.
- (2) The range in table 8A is provided to enable local governments to appropriately compensate independent ARIC members depending on the skills and expertise required to undertake the roles. The local government must resolve that the fee

represents value for money. The State Government's Audit and Financial Advisory Services Common Use Agreement ([CUAAFA2024](#)) may be used as guide.

Table 8A: per meeting fees for independent ARIC members – local government and regional local governments

| Independent ARIC per meeting fees | | |
|-----------------------------------|-------------------------|---------|
| Bands | Independent ARIC Member | |
| | Min | Max |
| 1 – 4 | \$105 | \$1,215 |

- (3) In accordance with sections 5.100(4), (5) and (6) of the LG Act, an independent ARIC member can be reimbursed for attending ARIC meetings.
- (4) The extent to which an independent committee member can be reimbursed for expenses attending ARIC meetings is the actual travel and associated costs incurred by the independent member demonstrated to the satisfaction of the local government.

Signed on 19 December 2025

E Prof M Seares AO
CHAIR

Dr M Schaper
MEMBER

Mr O Whittle
MEMBER

SALARIES AND ALLOWANCES TRIBUNAL



Corporate Performance Report

**2025/26 – Quarter 2
October to December 2025**



Table of Contents

| | |
|--|---|
| EXECUTIVE SUMMARY..... | 1 |
| Council Plan Initiatives..... | 1 |
| Capital Works | 1 |
| COUNCIL PLAN PERFORMANCE..... | 1 |
| Council Plan Overall Performance | 2 |
| Leadership | 2 |
| Environment | 2 |
| Community | 3 |
| Prosperity | 3 |
| Amenity | 3 |
| CAPITAL & MAJOR PROJECTS | 4 |
| Roads | 4 |
| Drainage | 4 |
| Bridges | 4 |
| Pathways | 4 |
| Buildings | 4 |
| Parks and Environment | 5 |

Vision Statement

“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.”

Acknowledgement of Country

The Shire of Dardanup wishes to acknowledge that this is the traditional lands of the Noongar people. In doing this, we recognise and respect their continuing culture and the contribution they make to the life of this region and pay our respects to their elders, past, present and emerging. The Shire of Dardanup also respects and celebrates all cultures of all our residents and visitors to our Shire.

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with an update on the Shire's performance against the Council Plan Initiatives, Capital Projects, and Grant Funding for 2025/26.

The Council Plan (**CP**) includes a four-year plan that operationalises the Shire's ten-year Strategic Community Plan (**SCP**). The Integrated Planning & Reporting Framework requires local government to annually review and report on progress against its plan. The 2024/25 – 2025/26 Council Plan was developed with direction from Elected Members and adopted by Council at the Ordinary Council Meeting in May 2025.

COUNCIL PLAN INITIATIVES

Initiatives identified within the CP are undertaken mainly through in house staff time or operational budgets where external resources, contracts or materials are required. As detailed below **88%** of the initiatives are on track or completed with **97%** on budget.

CAPITAL WORKS

The Capital works contained within the Annual Budget 2025/26 amounts to over **\$11.47 million** of budgeted expenditure into Roads, Paths, Buildings and Parks. There are **41** projects included in the 2025/26 Annual Budget. One of the Parks and Reserves and one of the Pathways projects are currently on hold. Five of the Road Renewals projects are currently on hold. **83%** are currently on track or completed and **95%** of the projects are currently on budget.

COUNCIL PLAN PERFORMANCE

The Shire's Council Plan (CP) includes the following five Objectives:

| | |
|------------------------------|---|
| Leadership Objective | To provide strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance |
| Environment Objective | To achieve a balanced respect for our natural assets and built environment, while retaining our lifestyle values, community spirit and identity |
| Community Objective | To create a safe, healthy and vibrant community which is inclusive and welcoming for all ages and interests. |
| Prosperity Objective | To provide strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance. |
| Amenity Objective | To provide and maintain facilities, assets and services that promote the Shire as an attractive and desirable place to live. |

This section of the report provides an overview of the organisation's performance against the initiatives included in the CP. More detailed information against each initiative can be found in **Attachment A – Council Plan Schedule**.

COUNCIL PLAN OVERALL PERFORMANCE

There are 58 initiatives in the 2024/25-2026/27 Council Plan, of which 33 initiatives were listed for delivery in the 2025/2026 financial year. The following table sets out the operational initiatives per objective:

| | Total Initiatives | On Track & Completed | | On Budget | |
|--------------------|-------------------|----------------------|------------|-----------|------------|
| Leadership | 10 | 10 | 100% | 10 | 100% |
| Environment | 6 | 4 | 67% | 5 | 83% |
| Community | 2 | 1 | 50% | 2 | 100% |
| Prosperity | 9 | 9 | 100% | 9 | 100% |
| Amenity | 6 | 5 | 83% | 6 | 100% |
| Total | 33 | 29 | 88% | 32 | 97% |

As can be noted from the table, the organisation completed or is on track with **88%** of the initiatives within the Council Plan within the intended timeframe. Similarly, **97%** of initiatives were completed within the budget. Further details with regards to the relevant initiatives under each of the objectives are provided below.

The table below details the number of initiatives per objective against the progress status. Relevant sections below report on projects that are “Delayed” or “On Hold”.

| | Completed | On Track | Delayed | On Hold | Total |
|--------------------|-----------|------------|-----------|-----------|-----------|
| Community | 0% | 50% | 0% | 50% | 2 |
| Environment | 0% | 66% | 17% | 17% | 6 |
| Amenity | 0% | 83% | 17% | 0% | 6 |
| Prosperity | 11% | 89% | 0% | 0% | 9 |
| Leadership | 10% | 90% | 0% | 0% | 10 |
| Total | 6% | 82% | 6% | 6% | 33 |

LEADERSHIP

All initiatives within the Leadership objective are considered on track/completed and on budget at this point in time.

ENVIRONMENT

One project under Environment is on hold:

3.3 Partner with Peron Naturalist Partnership to adopt a regional approach for climate action – to apply for the next round.

One project under Environment is delayed:

3.1 Develop a Policy to encourage an Urban Canopy Strategy for the Shire of Dardanup – aerial canopy imagery was delayed due to weather.

All other initiatives within the Environment objective are considered on track/completed and on budget at this point in time.

COMMUNITY

One project under Community is on hold:

2.2 Collaborate with Reconciliation Australia to prepare a Shire specific Reconciliation Action and Aboriginal Engagement Plan.

RAP has received conditional endorsement by Reconciliation Australia. Presented to EMT 02-10-2025 but now on hold due to further enquiries raised by EMT.

All other initiatives within the Community objective are on track and on budget at this point.

PROSPERITY

All initiatives within the Amenity objective are considered on track/completed and on budget at this point in time.

AMENITY

One project under Amenity is delayed:

1.1 Develop and adopt Development Contribution Plans for Wanju and Waterloo.

DSP not finalised as yet by the DPLH.

All other initiatives within the Amenity objective are on track and on budget at this point.

CAPITAL & MAJOR PROJECTS

This section reports on the capital works projects included in the Annual Budget. The table below sets out the projects per Asset Class, the number of projects, percentage that are on track and on budget (within a 5% variance). As can be noted from the table **83%** of capital works projects were on track or completed with **95%** of the projects within the budget (as amended where relevant):

| Category | On Track | Completed | Delayed | On Hold | Carry Forward | Cancelled | Total | On Track and Completed | On Budget | | |
|-----------------------------|----------|-----------|---------|---------|---------------|-----------|-------|------------------------|-----------|----------|------|
| | | | | | | | | Projects | % | Projects | % |
| Roads Upgrades & Expansions | 6 | 3 | 0 | 1 | 0 | 0 | 10 | 9 | 90% | 10 | 100% |
| Roads Renewals | 4 | 2 | 0 | 4 | 0 | 0 | 10 | 6 | 60% | 10 | 100% |
| Bridges | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 100% | 1 | 100% |
| Drainage | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 100% | 1 | 100% |
| Pathways | 3 | 2 | 0 | 1 | 0 | 0 | 6 | 5 | 83% | 4 | 67% |
| Land & Building | 6 | 1 | 0 | 0 | 0 | 0 | 7 | 7 | 100% | 7 | 100% |
| Parks & Reserves | 5 | 0 | 0 | 1 | 0 | 0 | 6 | 5 | 83% | 6 | 100% |
| Total | 26 | 8 | 0 | 7 | 0 | 0 | 41 | 34 | 83% | 39 | 95% |
| | 63% | 20% | 0% | 17% | 0% | 0% | | | | | |

For more detail, please see **Attachment B – Capital Works Projects Schedule**.

ROADS

There are five Road projects on hold. All other Road projects are on track or completed and on budget:

- Council Drive Car Park Modifications
Pram ramp has been installed. PO Issued. Timing depends on Citygate.
- Scott Street-Reseal
Scope needs to be verified. Do not include in program, to be reconsidered whether a priority.
- Hamilton Road – Intersection Ann St.
Three quotes received and over budget. Likely that a report will go to Council requesting additional funds for the project.
- Glenhuon Entrance-Reseal
Scope needs to be verified. Do not include in program, to be reconsidered whether a priority.
- Burekup Entrance-Reseal
Scope needs to be verified. Do not include in program, to be reconsidered whether a priority.

DRAINAGE

There is one Drainage project in the 2025/26 Annual Budget which is on track.

BRIDGES

There is one Bridge projects in the 2025/26 Annual Budget which is one track.

PATHWAYS

The following Pathway project is on hold:

- Millard Street / Lavender Way New Pedestrian Crossing
RFQ closed. Contractor selected. Waiting for the construction program.

All other Pathway projects are on track and on budget.

BUILDINGS

All Building and Land projects are on track or completed and on budget.

PARKS AND ENVIRONMENT/RESERVES

All other Parks and Environment/Reserves projects are On Track or Completed and on budget. There is one project on hold:

- Eaton Town Centre (improve water quality Hands Creek)
Scope unknown.

Attachment A - Council Plan Schedule

| Council Plan 2025/26 | | | | | | | | | | | | | | | On Track | | 82% | | On Track - Progressing as planned | | | |
|-----------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---------------|--|-----|--|---|--|--|--|
| | | | | | | | | | | | | | | | On Hold | | 6% | | On Hold - Not able to action further due to budget or other approval requirements | | | |
| | | | | | | | | | | | | | | | Delayed | | 6% | | Delayed - Awaiting Further Information or action from External Parties - Project still achievable but will be delayed | | | |
| | | | | | | | | | | | | | | | On Budget | | 97% | | Delayed | | | |
| | | | | | | | | | | | | | | | Not On Budget | | 3% | | Completed | | | |
| | | | | | | | | | | | | | | | Completed | | 6% | | Completed - Project finalised | | | |
| Amenity Objective | | | | | | | | | | | | | | | | | | | | | | |
| Community Objective | | | | | | | | | | | | | | | | | | | | | | |
| Environment Objective | | | | | | | | | | | | | | | | | | | | | | |
| Leadership Objective | | | | | | | | | | | | | | | | | | | | | | |
| Prosperity Objective | | | | | | | | | | | | | | | | | | | | | | |

| Objective | Action Ref | Description (Initiatives) | Directorate | Lead Officer | Key Milestones / Tasks | Milestones / Task Progress Updated - First Quarter- July - Sept 2025 | Milestones / Task Progress Updated - Second Quarter- Oct - Dec 2025 | Delivery | Is it being implemented this year (Y/N) | Start Date | End Date | Funding | Budget | YTD Expenditure | On Budget | Progress % | Status |
|-------------|------------|--|------------------------------------|--|---|---|--|-----------|---|------------|------------|--------------------------------------|-----------|-----------------|-----------|------------|----------|
| Amenity | 1.1 | Develop and adopt Development Contribution Plans for Wanju and Waterloo. | Development Services | Director Sustainable Development | Await final endorsement of Waterloo and Wanju DSP, prior to procuring services of a consultant to modify DCP. | Continue to work with DPLH to progress DSP | DSP not finalised as yet by the DPLH. | 2025-2026 | Y | 1/07/2025 | 30/06/2026 | Covered by internal and loan funding | \$150,000 | \$43,463.49 | Yes | 50% | Delayed |
| Amenity | 1.2 | Develop a policy for heritage buildings and places. | Development Services | Manager Planning Building & Health | Policy will progress once draft LPS 9 has been approved. | Reviewed Municipal Inventory and Heritage List | Reviewing policy provisions across various Local Governments to ensure best practice is adopted. | 2025-2026 | Y | 1/07/2025 | 30/06/2026 | Covered by internal funding | N/A | N/A | Yes | 25% | On Track |
| Amenity | 1.3 | The Chief Executive Officer undertake a full review of the Watson Reserve Master Plan during 2026 through Community consultation and that this Plan be presented back to Council in December 2026. | Director Infrastructure | Manager Infrastructure Planning & Design | The review process will involve development of a communication plan, seeking input from key stakeholders and user groups, consultation with the community, then workshop with Council to establish a revised Watson Reserve Master Plan. | Planning of review process commenced. | Communication plan to be developed in January 2026. | 2025-2027 | Y | 1/07/2025 | 31/12/2026 | Covered by internal funding | N/A | N/A | Yes | 5% | On Track |
| Amenity | 1.4 | Investigate opportunities to activate the Eaton Sports Club | Corporate & Governance | Manager Governance | | Process to identify appropriate stakeholders in progress | Approached Senior Citizens to discuss possible usage of centre. No interest at this point in time. Receiving enquiries for permanent ongoing bookings | 2025-2028 | Y | | | Covered by Internal Funding | | | Yes | 20% | On Track |
| Amenity | 1.5 | Investigate opportunities to construct a footbridge over Millars Creek in Millbridge. | Infrastructure | Manager Infrastructure Planning & Design | Consult with Ardross regarding the potential for a footbridge over Millars Creek and the JTPS funds and community chest funds available. | To be discussed with Ardross. | Assigned to Development Engineer. | 2025-2026 | Y | | | Covered by internal funding | N/A | N/A | Yes | 0% | On Track |
| Amenity | 1.6 | Support road safety initiatives. | Infrastructure | Director Infrastructure | The Shire has been acknowledged as a RoadWise Council, marking a milestone in its commitment to enhancing road safety within the community. A number of road safety initiatives have been implemented that progressed the shire to 4 ribbon status. | Achieved 4 ribbon status in September 2025 as a result of road safety initiatives undertaken by the shire. | Continued improvements and initiatives being considered to ensure enhanced road safety within the Shire. | 2023-2027 | Y | 1/07/2022 | 30/06/2027 | Covered by internal funding. | N/A | N/A | Yes | 60% | On Track |
| Community | 2.1 | Review the Public Health Plan 2021-2025. | Development Services | Manager Planning Building & Health | This item is captured within the Strategic Community Plan progress report for the financial year 2025-26 | Discussion to progress review and associated timelines. | Review process mapped. Includes: review of existing plan, drafting of an updated plan with professional review/input (\$10 000 budgeted). Objective: updated Health Plan 2026 - 2030 ready for presentation to Council mid 2026. | 2025-2026 | Y | 1/07/2025 | 30/06/2026 | Covered by internal funding | \$10,000 | 0 | Yes | 25% | On Track |
| Community | 2.2 | Collaborate with Reconciliation Australia to prepare a Shire specific Reconciliation Action and Aboriginal Engagement Plan. | Community and Economic Development | Manager Community Development | Draft Reconciliation Action Plan (RAP) to be presented to Council by December 2025, following consultation with GKB and Reconciliation Australia | RAP has received conditional endorsement by Reconciliation Australia. Presented to EMT 02-10-2025 but now on hold due to further enquiries raised by EMT. | On hold | 2025-2026 | Y | 1/07/2024 | 30/06/2027 | No funding allocated | N/A | N/A | Yes | 25% | On Hold |
| Environment | 3.1 | Develop a Policy to encourage an Urban Canopy Strategy for the Shire of Dardanup. | Infrastructure | Coordinator Waste & Environmental Services | | PO is out for ArborCarbon to fly the plane over in November to map the canopy. Must be late Spring to wait for deciduous canopy to establish out of Winter. | Waiting for the aerial canopy imagery data to be captured. This was delayed due to the cool start to the summer season and deciduous trees coming into leaf later than expected. | 2025-26 | Y | 1/11/2025 | 1/01/2026 | Covered by internal funding | \$40,000 | \$30,681 | Yes | 50% | Delayed |
| Environment | 3.2 | Partner with local joining governments and state government agencies to provide an integrated approach to Mosquito Management. | Development Services | Manager Planning Building & Health | The programme is on track for 25/26 with budgeting and logistics planning for the coming season, finalised in July 2025 | Monitoring and treatment commenced | Budget for 2025-26 season finalised and approved by Department of Health. Preparations for mosquito season 2025-26 completed. Mosquito monitoring, helicopter treatment and ground-based treatments on track and on schedule. | 2025-2026 | Y | 1/07/2025 | 30/06/2026 | Covered by internal funding | \$5,000 | N/A | Yes | 50% | On Track |
| Environment | 3.3 | Partner with Peron Naturalist Partnership to adopt a regional approach for climate action. | Director Infrastructure | Coordinator Waste & Environmental Services | The Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) was endorsed by Council on 22 May 2024 (Res 129-24) to serve as a guide for future planning and coastal management in the Shire. Further detailed investigations to follow. | | The Shire was unsuccessful in last year's funding application to the State for money to produce a Foresore Management Plan, as per actions of our CHRMAPs. This was due to over subscription in the grants. Officers have had discussions with the State on the best path forward to apply and be successful next round in 2026. | 2023-2027 | Y | 1/07/2024 | 30/06/2027 | Covered by internal funding | \$4,324 | \$4,461 | No | 40% | On Hold |
| Environment | 3.4 | Consider options to use electric or hydrogen vehicles | Corporate & Governance | Manager Financial Services | Complete an external light fleet assessment to be used in a comprehensive fleet policy review | WALGA E-Quotes RFQ - Closed: 10th October 2025 for Vehicle Fleet Review 2025; Consultant Appointed 15/10/2025; External Assessment received on 19/12/2025; Policy review to be completed by 31/3/2026 | External Light Fleet Assessment completed. Fleet policy review to be completed by 31/3/2026 OCM342-25 | 2025-2026 | Y | 1/07/2025 | 30/06/2027 | Covered by Internal Funding | \$20,000 | \$0 | Yes | 50% | On Track |
| Environment | 3.5 | Make provision for verge maintenance through volunteer bush fire brigades to undertake control of burns in order to mitigate fire risk. | Development Services | Manager Planning Building & Health | A process has been prepared and discussed with Brigades. Funding for traffic control has been allocated in budget. DDS will be consulting further with CFO and DFES regarding process prior to welcoming applications by Brigades. | Discussion with CFO and DFES regarding process of the activity. The process to be confirmed following the end of the bushfire season. | Continued discussion with CFO and DFES regarding process of the activity. The process to be confirmed following the end of the bushfire season. | 2025-2026 | Y | 1/7/25 | 30/6/26 | Covered by internal funding | N/A | N/A | Yes | 90% | On Track |
| Environment | 3.6 | Prepare a Strategic Water Tank Plan that reviews the Shire's current water tank provision and identifies locations that may require strategic water tanks. | Development Services | Coordinator Emergency & Health | Expected to commence in the first quarter of next year. | Discussion to progress review of strategic water tanks | Preparation of plan to commence this quarter. | 2025-2026 | Y | 1/07/2024 | 30/06/2027 | Covered by internal funding | N/A | N/A | Yes | 25% | On Track |

| Objective | Action Ref | Description (Initiatives) | Directorate | Lead Officer | Key Milestones / Tasks | Milestones / Task Progress Updated - First Quarter - July - Sept 2025 | Milestones / Task Progress Updated - Second Quarter - Oct - Dec 2025 | Delivery | Is it being implemented this year (Y/N) | Start Date | End Date | Funding | Budget | YTD Expenditure | On Budget | Progress % | Status |
|------------|------------|---|------------------------------------|-------------------------------|---|--|---|-------------|---|------------|-------------|---|--|-----------------|-----------|------------|-----------|
| Leadership | 4.1 | Conduct a major review of the Strategic Community Plan once every four years, and a minor review once every two years. | Corporate & Governance | Director Corporate Governance | Draft Strategic Community Plan to be presented to Council in May 2026. Project Plan; Community and Stakeholder Engagement; Strategic Analysis (EMT); Draft SCP; Council Adoption & Endorsement OCM May 2026; Implement Actions; Monitor, Report & Review Outcomes. | Commence work on Project Plan/Scope of Works; Project Requirements - Quotes sourced Community, Social & Economic Profile Development. | Quotes received. Reporting to commence in the 3rd quarter (Jan-Mar 2026). | 2025-2026 | Y | 1/10/2025 | 31/05/2026 | Covered by Internal Funding | \$40,000 | \$0 | Yes | 10% | On Track |
| Leadership | 4.2 | Conduct an annual review of the Council Plan (Corporate Business Plan elements). | Corporate & Governance | Director Corporate Governance | Incorporated into the annual review of the LTFP and associated with the budget production. | Draft Corporate Business Plan to be presented to Council in May 2026. | Work to commence early 2026. Draft Corporate Business Plan to be presented to Council in May 2026. | 2025-2029 | Y | 1/07/2024 | 30/06/2027+ | Covered by internal funding | N/A | N/A | Yes | 10% | On Track |
| Leadership | 4.3 | Conduct an annual review of Council's Long Term Financial Plan (including Asset Management Plans, Workforce Plan and other strategic plans). | Corporate & Governance | Director Corporate Governance | Incorporated into the annual review of the LTFP associated with the budget production. | Adoption of AMP, F&C, Strategies etc by IPC in March + April into the LTFP. LTFP adoption by Council in May 2026. | Adoption of AMP, F&C, Strategies etc by IPC in March + April into the LTFP. LTFP adoption by Council in May 2026. | Annual | Y | 1/07/2024 | 30/06/2027 | Covered by internal funding | N/A | N/A | Yes | 10% | On Track |
| Leadership | 4.4 | Undertake a biennial review of the Government Advocacy Strategy | Executive | Chief Executive Officer | Review Document by December 2025 Present draft to Council in January 2026 | | Documents have been reviewed Draft to be presented to Council in January 2026 for endorsement. | 2025-2026 | Y | 1/07/2025 | 30/06/2026 | Covered by Internal Funding | \$24,000 | \$0 | Yes | | On Track |
| Leadership | 4.5 | Implement a contemporary resource planning (ERP) system to manage and integrate day-to-day business activities such as accounting, procurement, project management, risk management and compliance. | Corporate & Governance | ERP Project Manager | ERP Replacement - Stage 2, Phase 1 Planning (2024-25) for Phase 1 Go Live 1 July 2025 Implementation of COMMUNITY FINANCE + PROPERTY: 1 - Rates and Property 2 - Dynamics Business Central Software as a Service (SaaS) system; 3 - Finance Systems Software (General Ledger, Chart of Accounts (COA), Dimensions, Cash Management, Purchase and Payables, Jobs, Sundry Debtors); 4 - Payroll, ESS & HR Integration 5 - Supplier and Finance Modules (Cash Flow, Accruals, BAS, Inventory); 6 - Cash Receiving system 7 - Fixed Assets + Integration Adaptor Intramaps + GIS 8 - Reports + Power BI 9 - Shire of Dardanup User Acceptance Testing (UAT), 10 - Resolution of Historic Synergy Transition Ledger, 11 - Transition to Business As Usual (BAU) for Phase 1 applications. ERP Replacement - Stage 2, Phase 2 Planning (2025-26) for Phase 2 Go Live 1 July 2026 Implementation of COMMUNITY SUITE, COMMUNITY ENGAGEMENT: 1 - Building 2 - Tool Planning 3 - Health 4 - Animal Registrations 5 - Cemetery 6 - Mobile Applications 7 - Local Laws 8 - Customer Service ERP Replacement - Stage 2 Phase 3 Planning (2026-27) for Phase 3 Go Live 1 July 2027 Implementation of: EDRMS - Replace or improve Electronic Document & Records Management System and EDRMS Replacement - Stage 2, Phase 3 (2026-27) are planned to follow Phase 1. | *Achieved Phase 1 - Go Live 1 July for: - Business Central (BC) SaaS - Core Financials - GL, COA, Dimensions, Jobs, Purchase Orders Accounts Payables Accounts Receivables Receiving Payroll + ESS. Rates & Property - CouncilWise *Successful roll-out achieved with limited success - predominantly Rates & Property issues. Phase 2 On Hold pending Phase 1 issues Resolved (due 31/12/25) Phase 1 = 50% weighted - Achieved* (25/26); Phase 2 = 30% weighted (26/27) Phase 3 = 20% weighted (27/28) | Phase 1 implementation has not been completed as few issues are still outstanding in Rating and Property Module and a potential replacement of ESS payroll module with Definity is under consideration. This however, does not stop project team to continue working on preparing for Phase II implementation and overall project continues to be on track with Phase II planned to be delivered in FY26/27 | 2025 - 2028 | Y | 1/07/2024 | 30/06/2027 | Covered by internal and loan funding | ERP S&W Direct (FTE 2.6) \$270,001 Equipment \$120,000 Licensing \$260,000 Development & Implementation \$175,000 | \$34,909 | Yes | 50% | On Track |
| Leadership | 4.6 | Participate in regional initiatives through the Bunbury Geographe Group of Councils to address emerging, overlapping and interconnected issues and initiatives. | Executive | Chief Executive Officer | Attend and participate in Bunbury Geographe Group of Councils' meetings. | BGGC meeting held in August 2026 with Shire President and Acting CEO in attendance. Resolution to review governance model and to continue with BGTP until 30 June 2026. Shire of Dardanup has assumed the role of Secretariat for the Bunbury Geographe Group of Councils. The first meeting for the CEO group has been scheduled for 16 October 2026, with a workshop on 31st. | All partner local governments have been requested to consider future of BGGC. Council endorsed remaining part of BGGC in December 2025. Further consideration will occur in March 2026. | 2024-2027 | Y | 1/07/2026 | 30/06/2027 | Covered by internal funding | \$500 | \$500 | Yes | 100% | Completed |
| Leadership | 4.7 | Participate in the WALGA South West Zone. | Executive | Chief Executive Officer | Attend and participate in SWALGA meetings. | Acting CEO and Shire President attended SWALGA Zone meeting in August. | CEO and Shire President attended SWALGA Zone meetings in Bunbury in Nov. | Annual | Y | 1/07/2026 | 30/06/2027 | Covered by internal funding | N/A | N/A | Yes | 100% | On Track |
| Leadership | 4.8 | Communicate the Shire's vision and communicate the progress towards achieving the vision. | Executive | Communications Officer | Ensure updates regarding the Shire's progress towards its vision 2050 is communicated once a quarter. | Communication considers progress on Shires vision. | Updates on progress toward the Shire's Vision 2050 were communicated across multiple platforms to ensure consistency, transparency and community awareness. | Ongoing | Y | 1/07/2026 | 30/06/2027 | Covered by internal funding | \$30,000 | \$15,833 | Yes | 50% | On Track |
| Leadership | 4.9 | Engage the Youth in the planning, design and activation of local spaces and places. | Community and Economic Development | Manager Community Development | YAG to continue to develop and deliver annual Youth Fest Event, school holiday programs and advocate on local youth issues. | YAG planned Next Gen Skills workshops for youth over the Sept/Oct (term 3) school holidays. Planning for Youth Fest 2026 has commenced. | YAG has commenced planning for the 2026 Youth Fest. YAG are also involved in the planning and delivery of the Create It, Make It, Move It series of workshops in the lead up to Youth Fest. | Ongoing | Y | 1/07/2025 | 30/06/2026 | Covered by internal funding and external funding for Youth Week | \$12,500 | \$695 | Yes | 35% | On Track |
| Leadership | 4.10 | Foster and recognise Aboriginal culture and heritage in the region by encouraging engagement with Elders' and/or relevant Community Controlled Organisations for projects where relevant. | Community and Economic Development | Manager Community Development | Staff to reach out to Keipa Boodja Aboriginal Corporation for guidance on Aboriginal culture and heritage matters. | Ongoing. Working collaboratively with Keipa Boodja Aboriginal Corporation. KBAC delivered a workshop "Cooking & Culture" as part of the Next Gen Skills youth workshops. | Ongoing. PACE and Library Services teams have formed a strong relationship with Keipa Boodja and continue to engage with the team for guidance on Aboriginal culture and heritage matters. | Ongoing | Y | 1/07/2025 | 30/06/2026 | No funding allocated this FY | N/A | N/A | Yes | 50% | On Track |

| Objective | Action Ref | Description (Initiatives) | Directorate | Lead Officer | Key Milestones / Tasks | Milestones / Task Progress Updated - First Quarter- July - Sept 2025 | Milestones / Task Progress Updated - Second Quarter- Oct - Dec 2025 | Delivery | Is it being implemented this year (Y/N) | Start Date | End Date | Funding | Budget | YTD Expenditure | On Budget | Progress % | Status |
|------------|------------|--|------------------------------------|--|--|---|---|-------------|---|------------|------------|---|-----------|-----------------|-----------|------------|-----------|
| Prosperity | 5.1 | Partner with WALGA's South West Country Zone and Bunbury Geographe-Group of Councils to attract major investment in the region. | Executive | Chief Executive Officer | Participate in SWALGA and BGEA projects to attract major investment. | Acting CEO and Shire President attended SWALGA Zone meeting in August. Shire President attends BGEA meetings. | CEO and Shire President attended SWALGA Zone meetings in Bunbury in Nov. | 2022-2027 | Y | 1/07/2022 | 30/06/2027 | Covered by internal funding | | | Yes | | On Track |
| Prosperity | 5.2 | Partner with Bunbury Geographe Economic Alliance to attract major investment in the region. | Executive | Chief Executive Officer | No specific projects identified to date. | Acting CEO and Shire President attended SWALGA Zone meeting in August. Shire President attends BGEA meetings. | CEO and Shire President attended SWALGA Zone meetings in Bunbury in Nov. Shire President attends BGEA meetings. | Annual | Y | | | | | | Yes | | On Track |
| Prosperity | 5.3 | Continue membership of Bunbury Geographe Chamber of Commerce and Industry and Bunbury Geographe Economic Alliance to build strategic alliances with industry groups, local businesses and government agencies. | Executive | Chief Executive Officer | Pay memberships and participate in initiatives from these agencies. | BGCC and BGEA membership paid | Nil | Annual | Y | 1/07/2022 | 30/06/2027 | Covered by internal funding | | | Yes | 100% | Completed |
| Prosperity | 5.4 | Facilitate the delivery of education and training courses in the new Eaton Library and Eaton Community Hub. | Community and Economic Development | Manager Community Development | Staff changes to be made to accommodate for specific programs officer, whilst making no changes to the workforce plan. | Library is offering many programs throughout the week - delivered by Library Programs Officer and external facilitators (e.g. Jo Jingles). Very good attendance at all workshops/programs. MBMIS programs facilitated by external facilitators - very well attended. | MIS - position has been split into 2 officers (approx split is 0.8FTE and 0.2FTE). Programming and workshops in Library and MIS are well received by the community and attendance remains high. | 2025-2029 | Y | 7/01/2024 | 30/06/2027 | Covered by internal funding | | | Yes | 50% | On Track |
| Prosperity | 5.5 | Facilitate opportunities for youth work experience and employment at the Shire of Dardanup. | Executive | Manager HR | Scope and timing dependent upon demand/applications from students. | The focus this quarter has been on refining our practices and processes to maximise our ability to provide meaningful experiences for young people seeking employment or placement at the Shire. With Councils support, we have signed up for the Bunbury Geographe Economic Alliance led 'Student Connect' portal, which acts as a conduit between south west educators and local industry to deliver site visits, work experience and traineeships. Between now and December, we will be continuing to set up the portal with the goal being to offer a predetermined number of placements on a term by term basis. | This quarter, we were proud to host a Year 10 work experience student from Eaton Community College in our library space. The student, who uses a wheelchair, provided a valuable opportunity to test the accessibility of our new building and facilities in a real-world setting. During their placement, they explored all facets of library services - learning how to search for books, assist with shelving, deliver customer service, and support library programs. It was a rewarding experience for both the student and our team, reinforcing our commitment to inclusion and accessibility. | 2024-2025 | Y | 1/07/2024 | 30/06/27 + | Covered by internal funding | N/A | N/A | Yes | 50% | On Track |
| Prosperity | 5.6 | Fund partnerships to promote the region and attract visitors to the Shire of Dardanup. | Executive | Chief Executive Officer | Continue to support BGTP. | Shire as the Secretariat for BGGC will enter into a Service level Agreement with ASW to deliver the BGTP. | All partner local governments have been requested to consider future of BGGC and BGTP. Further consideration will occur in March 2026. | 2024 - 2027 | Y | 1/07/2022 | 30/06/27 + | Covered by internal funding and external funding for Youth Week | | | Yes | | On Track |
| Prosperity | 5.7 | Review visitor signage and information needs across the Shire, including welcome signage in Noongar language/s. | Infrastructure | Manager Infrastructure Planning & Design | Review signage across Shire. | Draft report progressed. | Site work complete. Report being finalised. | 2024-2025 | Y | 10/01/2024 | 31/12/25 | Covered by internal funding | N/A | N/A | Yes | 85% | On Track |
| Prosperity | 5.8 | Continue to program and deliver the Make-It Space innovation hub and develop the model to further encourage participation of community. | Community and Economic Development | Manager Community Development | Offer regular programming/free sessions to the community. Documents to support the model and promote the use of the space. | Programming of various serious of workshops have been very successful (places are fully booked and feedback is positive). | Externally facilitated workshops continue to be offered with each session being fully booked. Feedback remains positive and membership numbers continue to grow. | 2025 - 2029 | Y | 1/07/2025 | 30/06/2026 | Covered by internal funding and additional external funding secured | \$127,581 | \$51,776 | Yes | 50% | On Track |
| Prosperity | 5.9 | Review Ferguson Valley marketing funding and visitors servicing model in consultation with Ferguson Valley Marketing | Executive | Chief Executive Officer | Meet with FVM Review FVM Strategic Plan Workshop with Council in Feb 2026 | Initial meeting held with FVM | Meetings held with FVM, Item regarding FVM REDS grant application supported by Council in Dec. Officers assisted FVM with their application. | 2025 - 2026 | Y | | | | | | Yes | | On Track |

Attachment B – Capital Works Projects Schedule

| Project Budget | Project Name | Scope | Available Budget 2025-26 \$ | YTD Actuals \$ | Commitments \$ | YTD Spend Incl. Commit \$ | Budget Balance \$ | Budget Stat | Budget Expended % | Project Stat | Project Completed | Summarised Comments | |
|----------------|---|--|-----------------------------|----------------|----------------|---------------------------|-------------------|-------------|-------------------|--------------|-------------------|--|----------|
| | | | | | | | | | | | | Project Status | Comments |
| | TOTAL CAPEX | | 11,475,116 | 2,821,290 | 946,424 | 3,767,713 | 8,653,826 | | 32.83% | | | | |
| | Transport Infrastructure | | 8,136,529 | 2,671,424 | 523,276 | 3,194,700 | 5,465,105 | | 39.26% | | | | |
| | Roads Upgrades & Expansions | | 6,496,522 | 2,352,349 | 483,579 | 2,835,928 | 4,144,173 | | 43.65% | | | | |
| Carry Forward | Busher Road Intersection Upgrade | Construction of intersection upgrade | 896,634 | 495,669 | 292,323 | 787,993 | 400,965 | On Budget | 87.88% | On Track | 95% | All Carbone civil works to be completed by end December 2025. Western Power has completed the installation of the street lights. | |
| New 2025-26 | Henty Road Curve Widening | Construction of curve widening for four sections of the road. | 277,075 | 12,574 | - | 12,574 | 264,501 | On Budget | 4.54% | On Track | 10% | Portion 01 - Widening the curve at 4 specific locations. Portion 02 - Widening the whole section of road as per the scope of Tranche-1. RFT closed on 3 October 2025. Evaluation completed. Council approval to award the contract will be sought at the January 2026 Ordinary Council Meeting. | |
| New 2025-26 | Council Drive Car Park Modifications | New carpark layout and entrance due to realignment of Council Drive. Includes missing kerb ramp near car wash. | 50,000 | 11,983 | - | 11,983 | 38,017 | On Budget | 23.97% | On Hold | 10% | Works commenced 25 September 2025. Pram ramp has been installed. Other works TBC, timing depends on Citygate works on Eaton Fair. | |
| New 2025-26 | Eaton Drive / Blue Wren New Pedestrian Crossing | Construction of new crossing near Blue Wren Drive. | 20,000 | 16,750 | - | 16,750 | 3,250 | On Budget | 83.75% | Completed | 100% | Project completed. | |
| New 2025-26 | Millbridge Boulevard Roundabout Lighting (Design) | Western Power design of roundabout lighting upgrade | 15,000 | 1,654 | - | 1,654 | 13,346 | On Budget | 11.02% | Completed | 100% | Project completed. | |
| New 2025-26 | Recreation Drive New Pedestrian Crossing | Construction of new crossing near Finch Way | 18,000 | 13,750 | - | 13,750 | 4,250 | On Budget | 76.39% | Completed | 100% | Project completed. | |
| New 2025-26 | Ferguson Road Landscaping | Trees and mulch on Ferguson Road between Charlotte Street and Little Street | 55,000 | 219 | - | 219 | 54,781 | On Budget | 0.40% | On Track | 20% | Draft landscaping plan advertised 16 July 2025 and individual letters sent. Submission period closed 15 August 2025. Evaluation complete. Internal review of revised proposal complete. Director review complete. Finalising community consultation report, landscape design, and will prepare report for Council early in 2026. Works to commence in the cooler autumn months that are better suited for landscaping works. | |
| Carry Forward | Glen Huon Boulevard New Traffic Signals | Intersection upgrade with traffic lights. | 1,188,992 | 930,794 | 114,301 | 1,045,095 | 258,198 | On Budget | 87.90% | On Track | 95% | Intersection opened 8 December 2025. MRWA to conduct an inspection before 20 December 2025. Western Power to return early 2026 to install street lights. | |

| | | | | | | | | | | | | | | |
|-----------------------|---|---|-----------|---------|--------|---------|-----------|-----------|--------------------------------------|--------|-----------|--------------------------------------|------|--|
| Carry Forward | Eaton Drive / Cudliss Street New Intersection | New intersection of Cudliss Street with Eaton Drive and closing of Hands Avenue intersection. | 1,073,321 | 868,956 | 76,955 | 945,911 | 204,365 | On Budget | ● | 88.13% | On Track | ● | 100% | Project completed. |
| New 2025-26 | Henty Road Shoulder Sealing and Line Marking | Seal shoulders 0.5m and install Audible Centre Line and Audible Edge Lines. Excludes SLKs that are part of project RD12444. | 2,902,500 | - | - | - | 2,902,500 | On Budget | ● | 0.00% | On Track | ● | 10% | Portion 01 - Widening the curve at 4 specific locations. Portion 02 - Widening the whole section of road as per the scope of Tranche-1. RFT closed on 3 October 2025. Evaluation completed. Council approval to award the contract will be sought at the January 2026 Ordinary Council Meeting. |
| Roads Renewals | | | | | | | | | | | | | | |
| New 2025-26 | Garvey Road-Reseal | | 113,000 | - | - | - | 113,000 | On Budget | ● | 0.00% | On Track | | | Scope has been finalised and forwarded to the contractor for optimal treatment and cost estimates. Slight change in scope (different section reseal) to be discussed with MRWA. |
| New 2025-26 | Martin Pelusey Road-Reseal | Asphalt reseal of Martin Pelusey Road between SLK 2.60 and 3.23 (Blaweary Road) | 160,500 | 115,968 | 8,441 | 124,409 | 44,532 | On Budget | ● | 77.51% | Completed | ● | 100% | Project completed. |
| New 2025-26 | Moore Road-Reseal | Asphalt reseal of Moore Road between SLK 0.65 and 1.16 (Busher Road) | 180,000 | 158,786 | 6,015 | 164,801 | 21,214 | On Budget | ● | 91.56% | Completed | ● | 100% | Project completed. |
| New 2025-26 | Scott Street-Reseal | | 20,000 | - | - | - | 20,000 | On Budget | ● | 0.00% | On Hold | | | On hold pending review. |
| New 2025-26 | Hamilton Road - Intersection Ann St. | Construction of new left-out only intersection at Ann Street | 100,000 | 2,470 | 17,071 | 19,541 | 97,530 | On Budget | ● | 19.54% | On Hold | ● | 10% | RFQ issued 18 September 2025 and closed 16 October 2025. Three prices received that are over budget. Evaluation in progress to determine the likely works to be carried out that fits within the budget or additional funding required from savings and from the RRG pool surplus funding. Likely that a report to Council will be required. |
| New 2025-26 | Glenhuon Boulevard-Reseal | | 289,487 | - | - | - | 289,487 | On Budget | ● | 0.00% | On Hold | | | On hold pending review. |
| New 2025-26 | Burekup Entrance-Reseal | | 10,368 | - | - | - | 10,368 | On Budget | ● | 0.00% | On Hold | | | On hold pending review. |
| New 2025-26 | Eaton Drive-Design A&B | | 82,982 | 886 | - | 886 | 82,096 | On Budget | ● | 1.07% | On Track | | | Designs for both sections to commence early in the new year 2026. |
| New 2025-26 | Hamilton Road - Reseals | | 38,000 | - | - | - | 38,000 | On Budget | ● | 0.00% | On Track | ● | 0% | Scope is being developed. |
| New 2025-26 | Hamilton Road - Design | | 9,988 | 229 | 8,170 | 8,399 | 9,759 | On Budget | ● | 84.09% | On Track | ● | 20% | Scope is being developed. |
| Bridges | | | | | | | | | | | | | | |
| New 2025-26 | Crooked Brook Road Bridge (Design) | Design of new culvert crossing to replace existing bridge. MRWA project. | 219,000 | - | - | - | 219,000 | On Budget | ● | 0.00% | On Track | ● | 15% | Sketches received on 5 August 2025. Shire has requested that MRWA designs it so that one lane is operational at all times during construction. Copy of 85% design received 6 November 2025. Under review by MRWA Structure Engineering team. Issue of IFT drawings expected by end of April 2026 if no issues. If MRWA requests the designer to issue 100% drawings, final drawings would be expected by end of July 2026. |

| | Drainage | | 92,775 | 229 | - | 229 | 92,546 | | | | | | |
|---------------|---|---|---------|--------|---|--------|---------|-----------|-------------|----------|-----------|---|---|
| New 2025-26 | Eaton Drainage Modelling | Modelling of two catchments in the Eaton area to assess existing drainage capacity and determine improvements | 92,775 | 229 | - | 229 | 92,546 | On Budget | 0.25% | On Track | 20% | RFQ issued, two submissions received, evaluation completed, PO issued to consultant and modelling now in progress. Meeting held with consultant on 13 November 2025 to discuss model data and modelling assumptions. First runs of model expected to be completed by mid-December 2025. | |
| | Pathways | | 323,907 | 40,507 | - | 40,507 | 283,400 | | | | | | |
| New 2025-26 | Sanford Way New Footpath to Daycare | New footpath from existing footpath on Crampton Avenue to the daycare centre on Sanford Way. | 22,755 | 23,109 | - | 23,109 | - | 354 | Over Budget | 101.56% | Completed | 100% | Completed. |
| New 2025-26 | Millard Street / Lavender Way New Pedestrian Crossing | New crossing on Millard Street at the roundabout on Lavender Way | 11,377 | - | - | - | 11,377 | On Budget | 0.00% | On Hold | | On hold as prices came in over budget. Assessing options and determine whether savings from other projects may be forthcoming. To be referred to Mid Year Budget review. | |
| Carry Forward | Pratt Road Footbridge Renewal | Replacement of footbridge between Pratt Road lookout and Watson Reserve | 176,215 | 1,181 | - | 1,181 | 175,034 | On Budget | 0.67% | On Track | 5% | Report presented to October OCM, reviewed options as all prices were over budget. Budget increased to \$250,000 [Res 280-25]. Waiting on feedback from DPLH regarding Aboriginal consultation. Documents being prepared to progress the project. GKB Aboriginal Corporation consulted on 28 October 2025. Application for Regulation 10 approval submitted through Acknowledge on 14 November 2025. RFQ to supply and install as per Council Resolution closed 15 December 2025. 2 quotes received and being evaluated now. | |
| New 2025-26 | Doolan Street Footpath Renewal | Renewal of footpath on Doolan Street | 55,104 | 233 | - | 233 | 54,871 | On Budget | 0.42% | On Track | 10% | RFQ closed 5 December 2025. Price received is under budget and recommendation report being prepared | |
| New 2025-26 | Eaton Drive / Lofthouse Ave Pedestrian Crossing Renewal | Renewal of crossing on Eaton Drive near Lofthouse Avenue | 7,411 | 15,750 | - | 15,750 | - | 8,339 | Over Budget | 212.52% | Completed | 100% | Project Completed. Over expenditure will be offset by savings from Eaton Drive / Blue Wren New Pedestrian Crossing and Recreation Drive New Pedestrian Crossing projects. |
| New 2025-26 | Little Street Footpath Renewal | Renewal of footpath on Little Street between Ferguson Road and Doolan Street | 51,045 | 233 | - | 233 | 50,812 | On Budget | 0.46% | On Track | 10% | RFQ closed 5 December 2025. Price received is under budget and recommendation report being prepared. | |

| L | I & Building | | 1,724,404 | 113,937 | 216,352 | 330,289 | 1,610,468 | | | | | |
|---------------|---------------------------|---|-----------|---------|---------|---------|-----------|-----------|----------|-----------|--------|--|
| Carry Forward | Ferguson Bushfire Station | Design and construction of the Ferguson BFB extension and associated works - Phase 1 works which is inclusive of earthworks and shed construction. Fit-out to form part of phase 2 | 212,650 | - | 181,708 | 181,708 | 212,650 | On Budget | ● 85.45% | On Track | ● 30% | RFQ closed 13 September 2025 with three quotations received. Site meeting held on 6 October 2025 with works supervisor to review site earthworks and complete an internal quotation to compare costs. Report presented to November 2025 OCM - Council approved additional funds for earthworks. Waiting for updated quotation from preferred contractor which excludes earthworks and waiting for Director Infrastructure to confirm. Dates for works to commence to be confirmed. |
| Carry Forward | Dardanup Hall | Replacement of three sets of doors on the hall. Main entrance (exterior); Lesser hall (northern entrance); and Lesser hall (internal doors). | 24,344 | 6,295 | 12,591 | 18,886 | 18,049 | On Budget | ● 77.58% | On Track | ● 50% | PO has been issued to contractor and once the door has been received, a start date will be confirmed, expected to be around second week in January 2026. |
| Carry Forward | Don Hewison Centre | Timber Window Restoration and maintenance. Concrete skirting repair and MDSB upgrade | 14,532 | 8,727 | - | 8,727 | 5,805 | On Budget | ● 60.05% | Completed | ● 100% | Project completed. |
| New 2025-26 | Eaton Recreation Centre | Replacement of floor tiles and skirting to match; Replacement of two louvre windows; Performance solution - Review of building; Building Compliance audit; Car park lights upgrades; and Security bollards. | 107,750 | 18,901 | - | 18,901 | 88,849 | On Budget | ● 17.54% | On Track | ● 30% | Replacement of floor tiles and skirting second quotation received, but due to other issues these works might have to be cancelled and included in 2026/27. Replacement of louvre windows can only be undertaken once the building compliance audit is completed to ensure ventilation requirements are not compromised. ERC Bollards project RFQ closed 26 September 2025. One quotation received that is over budget. Lighting repairs has been completed. Car park lights have been upgraded. Basic audit report received, sent back for Fire Engineering input. Updated report will be issued by Tecon by 12 December 2025. |
| New 2025-26 | ERC Fan | Supply and install of new fan. Upgrade of electrical switchboard next to basketball court and connecting fans into security system to ensure that they shut off during fire | 50,000 | - | 22,054 | 22,054 | 50,000 | On Budget | ● 44.11% | On Track | ● 20% | New project in progress. |

| | | | | | | | | | | | | | | |
|-----------------------------|---|---|---------|--------|---------|---------|---------|-----------|--------------------------------------|--------|----------|------------------------------------|-----|--|
| New 2025-26 | New Burekup Changerooms | New changerooms, comprising Stage 1 of the Burekup Pavilion. Includes new public toilets and relocating of cricket maintenance shed. Re-tender as per Council Resolution 173-25 | 603,789 | 3,094 | - | 3,094 | 600,695 | On Budget | ● | 0.51% | On Track | ● | 10% | Report to November 2025 OCM, Council Resolution 303-25 Contract awarded - start-up site meeting booked for 4 December 2025. |
| Carry Forward | Eaton Admin Centre | Acoustics paneling installation. Salto afterhours alarm and motion sensor installation and First floor Fit-out | 711,339 | 76,919 | - | 76,919 | 634,420 | On Budget | ● | 10.81% | On Track | ● | 10% | Acoustic installation completed. Alarm upgrade and installation complete. First floor open space fit-out design meeting was held and Senior Design Officer has completed some initial drawings. Council has approved project to proceed to RFT. Part of the budget has been allocated to the Cafe Space for part-contribution to Cafe Fit-out. EOI will be closing on 4 December 2025 for First Floor Fit-out. Painting in Cafe underway, expect cafe to be operational by 5 January 2026. EOI will be closed on 4 December 2025 for First Floor Fit-out. Report presented to Council December 2025. |
| Parks & Reserves | | | | | | | | | | | | | | |
| New 2025-26 | Karrak Park Irrigation and Playing Field | Reticulation of playing fields at Karrak Park including trees, sports goals and park furniture | 184,840 | 2,274 | 146,178 | 148,452 | 182,566 | On Budget | ● | 80.31% | On Track | ● | 20% | Design complete. Funding unconfirmed due to insufficient funding proposed for iron filtration unit renewal. Request for quote for sport goals, park furniture and reticulations. OCM Sept 25 [Res 259-25] Funding confirmed - total to include replacement of the iron filtration unit in addition to the park upgrade works. Handover of bore, iron filtration unit and groundwater licence in progress. PO issued for replacement of the iron filtration unit. Procurement plan approved on 4 November 2025. Updated reticulation design received on 9 November 2025 from contractor. Waiting for new updated drawings from our landscape design officer for procurement of trees and retic. RFQ closed on 5 December 2025. Once irrigation quotation is received, budget will be updated and trees to be purchased reviewed and amended. Two quotations received. |
| New 2025-26 | Eaton Oval Site Power Upgrade | Electrical upgrade to Lot 4739 Pratt Road for the R&J Fishwick Pavilion | 70,000 | 7,241 | 58,267 | 65,508 | 62,759 | On Budget | ● | 93.58% | On Track | ● | 10% | Western Power requested further information, which was provided on 2 September 2025. RFQ issued to electrical contractors and closed 26 September 2025. Two quotes received, evaluation report to be completed. Note this project is likely to be a carry forward as Western Power are taking 12 months plus at the moment. DQA submission accepted by Western Power and proceeding to design phase of the process. |
| New 2025-26 | Eaton Town Centre (improve water quality Hands Creek) | Scope to be determined following the drainage study. | 23,685 | - | - | - | 23,685 | On Budget | ● | 0.00% | On Hold | | | Scope to be determined following the drainage study. |
| New 2025-26 | Parks Renewals | Scope to be finalised after bore replacement impact can be assessed. Estimated before end of October 2025. | 66,139 | 6,436 | - | 6,436 | 59,703 | On Budget | ● | 9.73% | On Track | | | Scope to be finalised after bore replacement impact can be assessed. Estimated early January 2026. |

| | | | | | | | | | | | | | | |
|---------------|---|---|---------|--------|-------|--------|---------|-----------|---|-------|----------|---|-----|---|
| Carry Forward | Yarragadee water allocation purchase | Purchase of 80,000KL of Yarragadee water allocation as per Council Resolution 207-25 | 343,019 | 19,978 | 2,351 | 22,329 | 323,041 | On Budget | ● | 6.51% | On Track | ● | 50% | Contract of sale and other documents signed by CEO on 21 August 2025 and transfer request submitted to DWER on 25 August 2025. DWER stated that it will take several months to review/approve the transfer. |
| New 2025-26 | Upgrades to Glen Huon Oval AFL infrastructure | i. Glen Huon Football oval Lighting upgrade; ii. Outdoor seat covers; and iii. Electronic scoreboard. | 926,500 | - | - | - | 926,500 | On Budget | ● | 0.00% | On Track | ● | 10% | Delivery strategy staged over two financial years: i. Lighting upgrade – Amend lighting design, tender works and deliver in FY 2025-26, depending Boomers schedule; and ii. Outdoor seat covers – Carry out definition and cost estimation in FY 2025-26. Confirm remaining funds after completion of (i) and (iii) and consider which items (if any) could be delivered in FY 2026-27; and iii. Electronic scoreboard – Incorporate into lighting upgrade works and deliver in FY 2025-26. Lighting design amendment received from consultant. Technical specification complete. Tender issued, submissions closed 21 November 2025. Tender evaluation complete. Report to award contract to December 2025 Ordinary Council Meeting. |

(Appendix ORD: 12.5.3B)

| RISK ASSESSMENT TOOL | | | | | | | | |
|--------------------------|--|---|--------------|----------------------|--|-----------------------------------|---------------|----------------------|
| OVERALL RISK EVENT: | | Quarterly Corporate Performance Report 2025/26 – Quarter 2 – October to December 2025 | | | | | | |
| RISK THEME PROFILE: | | | | | | | | |
| RISK ASSESSMENT CONTEXT: | | 3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory) | | | | 4 - Document Management Processes | | |
| 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 | No risk event identified for this category. | Not Required - No Risk Identified | N/A | N/A | Not required. | Not required. | Not required. | Not required. |
| REPUTATIONAL | The Shire not achieving against the Corporate Plan could jeopardise the Shire's brand. | Major (4) | 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. |



Monthly Financial Report

For the Period

1 July 2025 to 31 December 2025

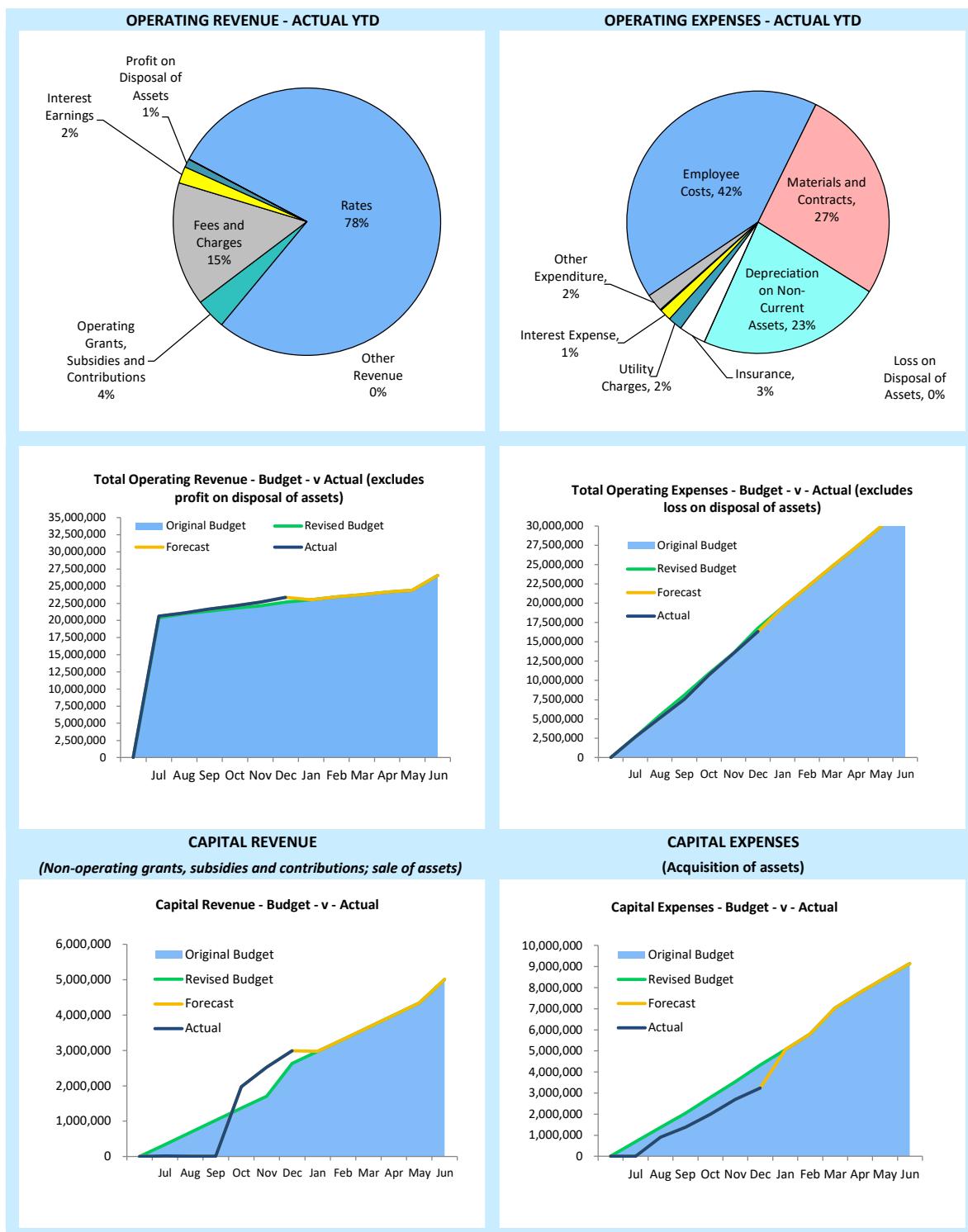
TABLE OF CONTENTS

| | Page |
|---|------|
| Information Summary Graphs | 2 |
| Statement of Financial Activity by Nature | 3 |
| Net Current Assets | 4 |
| Statement of Comprehensive Income by Program | 5 |
| Statement of Financial Position | 6 |
| Note 1 Nature Classifications | 7 |
| Note 2 Explanation of Material Variances in the Statement of Financial Activity | 8 |
| Note 3 Trust Fund | 11 |
| Note 4 Reserve Accounts | 11 |
| Note 5 Municipal Liabilities | 12 |
| Note 6 Statement of Investments | 13 |
| Note 7 Accounts Receivable - Rates and Sundry Debtors | 15 |
| Note 8 Salaries and Wages | 15 |
| Note 9 Rating Information | 16 |
| Note 10 Information on Borrowings | 17 |
| Note 11 Budget Amendments | 18 |



Monthly Financial Report
For the Period Ended 31 December 2025

SUMMARY GRAPHS





Statement of Financial Activity by Nature
For the Period Ended 31 December 2025
(Covering 6 months or 50% of the year)

| | 2025/26 Adopted Budget \$ | 2025/26 Revised Budget \$ | 2025/26 Y-T-D Revised Budget \$ | 2025/26 Y-T-D Actual \$ | Variance Y-T-D Actual to Revised Budget \$ | Variance Y-T-D Actual to Revised Budget % | 2025/26 Forecast \$ | 2024/25 Last Year Actual \$ |
|--|------------------------------------|------------------------------------|---|----------------------------------|---|--|---------------------------|--------------------------------------|
| OPERATING ACTIVITIES | | | | | | | | |
| Operating revenue | | | | | | | | |
| Rates | 18,372,417 | 18,372,417 | 18,274,315 | 18,270,534 | (3,781) | (0.0%) | 18,372,417 | 17,260,271 |
| Grants, subsidies & contributions (other than capital grants, subsidies and contributions) | 2,609,938 | 2,629,938 | 619,499 | 861,732 | 242,233 | 39.1% ▲ | 2,441,811 | 1,873,915 |
| Fees and charges | 4,637,847 | 4,637,847 | 3,274,262 | 3,506,589 | 232,327 | 7.1% ▲ | 4,637,847 | 4,656,507 |
| Interest earnings | 913,828 | 913,828 | 505,153 | 608,195 | 103,042 | 20.4% ▲ | 913,828 | 1,206,612 |
| Other revenue | 13,250 | 13,250 | 6,630 | 14,335 | 7,705 | 116.2% ▲ | 13,250 | 16,051 |
| Profit on asset disposal | 0 | 0 | 0 | 108,885 | 108,885 | 100.0% ▲ | 0 | 90,113 |
| Total Operating Revenue | 26,547,280 | 26,567,280 | 22,679,859 | 23,370,270 | 690,411 | 3.0% | 26,379,153 | 25,103,469 |
| Operating expenses | | | | | | | | |
| Employee costs | (14,075,900) | (13,999,400) | (7,108,205) | (6,886,960) | 221,245 | 3.1% ▲ | (13,956,400) | (12,806,181) |
| Materials and contracts | (9,181,203) | (9,297,466) | (4,871,252) | (4,384,603) | 486,649 | 10.0% ▲ | (9,351,466) | (7,835,573) |
| Utility charges | (693,118) | (693,118) | (350,193) | (289,980) | 60,213 | 17.2% ▲ | (693,118) | (679,238) |
| Depreciation on non-current assets | (7,346,244) | (7,346,244) | (3,673,158) | (3,768,110) | (94,952) | (2.6%) ▼ | (7,346,244) | (7,183,930) |
| Finance costs | (557,363) | (557,363) | (278,688) | (240,415) | 38,273 | 13.7% ▲ | (557,363) | (496,733) |
| Insurance expenses | (453,165) | (453,165) | (273,523) | (387,286) | (113,763) | (41.6%) ▼ | (453,165) | (417,451) |
| Other expenses | (538,640) | (558,640) | (360,352) | (360,432) | (80) | (0.0%) ▲ | (558,640) | (451,227) |
| Loss on asset disposals | 0 | 0 | 0 | (18,582) | (18,582) | 0.0% ▲ | 0 | (71,416) |
| Total operating expenditure | (32,845,633) | (32,905,396) | (16,915,371) | (16,336,367) | 579,004 | 3.4% | (32,916,396) | (29,941,749) |
| Adjustments of non cash items | | | | | | | | |
| (Profit)/Loss on Asset Disposals | 0 | 0 | 0 | (90,303) | (90,303) | 0.0% ▲ | 0 | (18,698) |
| Movement in non-current assets and liabilities | 0 | 0 | 0 | 0 | 0 | 0.0% ▲ | 0 | (227,515) |
| Movement in contract liabilities held in Reserves | 0 | 0 | 0 | 0 | 0 | 0.0% ▲ | 0 | 110,427 |
| Depreciation on Assets | 7,346,244 | 7,346,244 | 3,673,158 | 3,768,110 | 94,952 | 2.6% ▲ | 7,346,244 | 7,183,930 |
| Non-cash amounts excluded from operating activities | 7,346,244 | 7,346,244 | 3,673,158 | 3,677,807 | 4,649 | 0.1% ▲ | 7,346,244 | 7,048,144 |
| Adjusted net operating activities | 1,047,891 | 1,008,128 | 9,437,646 | 10,711,710 | 1,274,064 | 13.5% | 809,001 | 2,209,864 |
| INVESTING ACTIVITIES | | | | | | | | |
| Capital grants, subsidies & contributions | 4,756,404 | 8,560,327 | 6,360,788 | 2,916,099 | (3,444,689) | (54.2%) ▼ | 8,560,327 | 940,045 |
| Proceeds from disposal of assets | 248,098 | 248,098 | 124,050 | 73,705 | (50,345) | (40.6%) ▼ | 248,098 | 1,120,940 |
| Payments for land and buildings | (1,923,665) | (1,802,304) | (961,836) | (91,975) | 869,861 | 90.4% ▲ | (1,802,304) | (2,253,752) |
| Payments for transport infrastructure | (5,327,471) | (9,230,256) | (6,598,525) | (2,655,649) | 3,942,876 | 59.8% ▲ | (9,230,256) | (829,010) |
| Payments for parks and reserves infrastructure | (392,523) | (487,683) | (291,420) | (30,299) | 261,121 | 89.6% ▲ | (487,683) | (539,338) |
| Payments for motor vehicles | (940,170) | (940,170) | (226,388) | (425,497) | (199,109) | 88.0% ▼ | (940,170) | (1,069,658) |
| Payments for plant & equipment | (10,000) | (60,000) | (54,998) | 0 | 54,998 | 100.0% ▲ | (60,000) | (10,902) |
| Payments for furniture & fittings | (550,227) | (550,227) | (275,118) | (33,911) | 241,207 | (87.7%) ▲ | (550,227) | (171,367) |
| Amount attributable to investing activities | (4,139,554) | (4,262,215) | (1,923,447) | (247,528) | 1,675,919 | 87.1% | (4,262,215) | (2,813,042) |
| Non-cash amounts excluded from investing activities | | | | | | | | |
| Movement in non-current developer contributions | 0 | 0 | 0 | 0 | 0 | 0.0% ▲ | 0 | 0 |
| Movement in non-current other provisions | 0 | 0 | 0 | 0 | 0 | 0.0% ▲ | 0 | 0 |
| Movement in non-operating grants and contributions associated with restricted cash | 0 | 0 | 0 | 0 | 0 | 0.0% ▲ | 0 | 0 |
| Adjusted amount attributable to investing activities | (4,139,554) | (4,262,215) | (1,923,447) | (247,528) | 1,675,919 | 87.1% | (4,262,215) | (2,813,042) |
| FINANCING ACTIVITIES | | | | | | | | |
| Proceeds from borrowings | 0 | 0 | 0 | 0 | 0 | 0.0% ▲ | 0 | 1,600,000 |
| Transfers from reserves | 7,920,353 | 8,078,777 | 218,785 | 1,165,698 | 946,913 | 432.8% ▲ | 7,273,719 | 6,622,519 |
| Principal repayment | (594,447) | (594,447) | (294,343) | (294,716) | (373) | (0.1%) ▼ | (594,447) | (502,125) |
| Principal portion of lease liabilities | (63,253) | (63,253) | (38,036) | 25,217 | (39.9%) ▼ | (63,253) | (68,216) | |
| Transfers to reserves | (4,933,105) | (4,933,105) | 0 | (201,479) | (201,479) | (100.0%) ▼ | (3,999,812) | (6,737,062) |
| Amount attributable to financing activities | 2,329,548 | 2,487,972 | (138,811) | 631,468 | 770,279 | 554.9% | 2,616,207 | 915,116 |
| FUNDING SOURCES | | | | | | | | |
| Surplus/(Deficit) July 1 B/Fwd | 936,114 | 996,531 | 996,531 | 996,531 | 0 | 0.0% ▲ | 996,531 | 684,593 |
| CLOSING FUNDS (A+B+C+D) | 173,999 | 230,416 | 8,371,919 | 12,092,181 | 3,720,262 | 44.4% | 159,524 | 996,531 |

KEY INFORMATION

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

▲ indicates a positive impact on the surplus/deficit position. ▼ indicates a negative impact on the surplus/deficit position.

Refer to Note 2 for an explanation of the reasons for the variance.

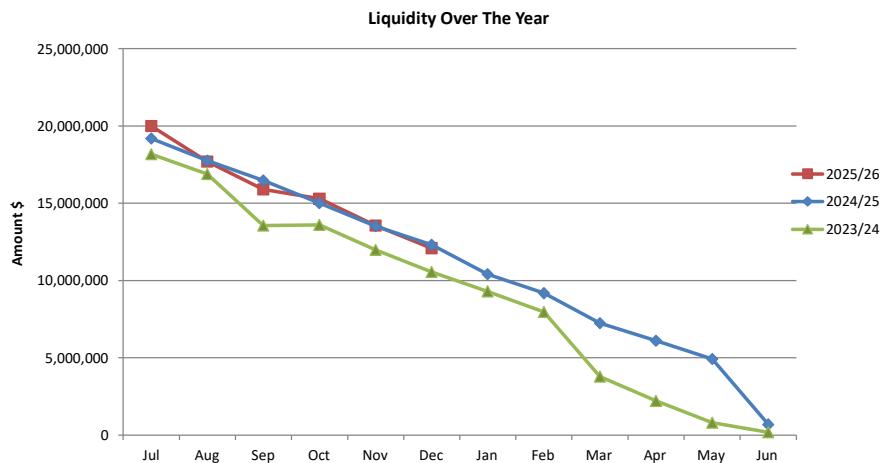
This statement to be read in conjunction with the accompanying Financial Statements and Notes



Statement of Financial Activity by Nature
For the Period Ended 31 December 2025

NET CURRENT ASSETS

| | Note | Year to Date Actual 31-Dec-2025 \$ | Same Time Last Year ¹ Actual 31-Dec-2024 | Last Year Closing 30-Jun-2025 \$ |
|---|------|---|---|---|
| Represented By: | | | | |
| CURRENT ASSETS | | | | |
| Cash and cash equivalents | | 5,185,010 | 23,737,588 | 20,641,918 |
| Trade and other receivables | | 4,833,130 | 5,451,971 | 979,238 |
| Other financial assets | | 0 | 0 | 0 |
| Inventories | | 0 | 40,324 | 7,898 |
| Other assets | | (58,274) | 148,170 | 213,788 |
| TOTAL CURRENT ASSETS | | 9,959,866 | 29,378,053 | 21,842,842 |
| CURRENT LIABILITIES | | | | |
| Trade and other payables | | 946,832 | (497,714) | (2,728,571) |
| Other liabilities | | (695,796) | (3,080,975) | (2,166,676) |
| Lease liabilities | | 0 | (84,009) | (10,196) |
| Borrowings | | 294,716 | (253,386) | (521,102) |
| Employee related provision | 5 | (83,221) | (1,795,291) | (1,730,189) |
| Other provisions | | 0 | 0 | (173,565) |
| TOTAL CURRENT LIABILITIES | | 462,531 | (5,711,375) | (7,330,299) |
| NET CURRENT ASSETS | | 10,422,397 | 23,666,678 | 14,512,543 |
| Less: Restricted Assets / Reserve Funds | 4 | 924,219 | (11,822,374) | (14,331,304) |
| Add: Current - Leased Transfer - Leases | | | | 173,565 |
| Add: Current Portion - Borrowings | | (294,716) | 253,386 | 521,102 |
| Add/Less: Current - Contract Liabilities held in Reserve accounts | | 1,040,281 | 126,199 | 110,429 |
| Add: Current - Contract Liabilities - Leases | | 0 | 84,009 | 10,196 |
| NET CURRENT ASSETS AS PER STATEMENT OF FINANCIAL ACTIVITY | | 12,092,181 | 12,307,898 | 996,531 |





Statement of Comprehensive Income by Program
For the Period Ended 31 December 2025
(Covering 6 months or 50% of the year)

| | 2025/26 Adopted Budget \$ | 2025/26 Revised Budget \$ | 2025/26 Y-T-D Revised Budget \$ | 2025/26 Y-T-D Actual \$ | Variance Y-T-D Actual to Revised Budget \$ | Variance Y-T-D Actual to Revised Budget % | 2025/26 Forecast \$ | 2024/25 Last Year Actual \$ |
|--|------------------------------------|------------------------------------|---|----------------------------------|--|---|---------------------------|--------------------------------------|
| Revenue | | | | | | | | |
| General Purpose Funding | 20,851,367 | 20,851,367 | 18,653,741 | 19,077,694 | 423,953 | 2.3% | 20,652,240 | 19,296,669 |
| Governance | 800 | 800 | 402 | 4,873 | 4,471 | 1112.2% | 800 | 13,243 |
| Law, Order, Public Safety | 344,219 | 344,219 | 173,368 | 179,942 | 6,574 | 3.8% | 344,219 | 559,252 |
| Health | 29,300 | 29,300 | 14,622 | 22,561 | 7,939 | 54.3% | 29,300 | 25,682 |
| Education and Welfare | 11,114 | 31,114 | 29,114 | 44,206 | 15,092 | 51.8% | 31,114 | 36,213 |
| Community Amenities | 2,651,329 | 2,651,329 | 2,320,949 | 2,326,108 | 5,159 | 0.2% | 2,651,329 | 2,331,084 |
| Recreation and Culture | 1,962,251 | 1,962,251 | 1,013,269 | 1,017,948 | 4,679 | 0.5% | 1,973,251 | 2,038,499 |
| Transport | 217,655 | 217,655 | 208,527 | 210,476 | 1,949 | 0.9% | 217,655 | 223,233 |
| Economic Services | 210,492 | 210,492 | 128,222 | 149,508 | 21,286 | 16.6% | 210,492 | 222,732 |
| Other Property and Services | 271,253 | 271,253 | 137,645 | 227,792 | 90,147 | 65.5% | 271,253 | 266,749 |
| | <u>26,549,780</u> | <u>26,569,780</u> | <u>22,679,859</u> | <u>23,261,109</u> | <u>581,250</u> | <u>2.6%</u> | <u>26,381,653</u> | <u>25,013,356</u> |
| Expenses | | | | | | | | |
| General Purpose Funding | (607,714) | (607,714) | (305,968) | (271,106) | 34,862 | 11.4% | (607,714) | (658,341) |
| Governance | (1,985,162) | (1,985,162) | (1,028,002) | (878,994) | 149,008 | 14.5% | (1,985,162) | (1,630,700) |
| Law, Order, Public Safety | (2,417,128) | (2,421,128) | (1,343,871) | (1,125,824) | 218,047 | 16.2% | (2,421,128) | (2,161,589) |
| Health | (778,972) | (778,972) | (388,402) | (385,958) | 2,444 | 0.6% | (778,972) | (678,989) |
| Education and Welfare | (1,304,597) | (1,324,597) | (695,603) | (597,227) | 98,376 | 14.1% | (1,324,597) | (1,046,269) |
| Community Amenities | (5,253,807) | (5,253,807) | (2,545,152) | (1,953,737) | 591,415 | 23.2% | (5,247,807) | (4,334,810) |
| Recreation & Culture | (11,146,781) | (11,159,044) | (5,644,363) | (5,529,771) | 114,592 | 2.0% | (11,170,044) | (10,172,096) |
| Transport | (8,481,012) | (8,481,012) | (4,266,524) | (4,693,437) | (426,913) | (10.0%) | (8,481,012) | (8,403,598) |
| Economic Services | (644,758) | (644,758) | (350,005) | (430,214) | (80,209) | (22.9%) | (650,758) | (605,796) |
| Other Property and Services | (228,202) | (251,702) | (347,481) | (451,320) | (103,839) | (29.9%) | (251,702) | (178,146) |
| | <u>(32,848,133)</u> | <u>(32,907,896)</u> | <u>(16,915,371)</u> | <u>(16,317,587)</u> | <u>597,784</u> | <u>3.5%</u> | <u>(32,918,896)</u> | <u>(29,870,334)</u> |
| Operational Surplus / (Deficit) | (6,298,353) | (6,338,116) | 5,764,488 | 6,943,522 | 1,179,034 | (20.5%) | (6,537,243) | (4,856,978) |
| Grants & Contributions for the Development of Assets | 4,756,404 | 8,560,327 | 6,360,788 | 2,916,099 | (3,444,689) | (54.2%) | 8,560,327 | 940,045 |
| Profit on Asset Disposals | 0 | 0 | 0 | 75,558 | 75,558 | 0.0% | 0 | 90,113 |
| Loss on Asset Disposals | 0 | 0 | 0 | (18,582) | (18,582) | 0.0% | 0 | (71,415) |
| | <u>4,756,404</u> | <u>8,560,327</u> | <u>6,360,788</u> | <u>2,973,075</u> | <u>(3,387,713)</u> | <u>53.3%</u> | <u>8,560,327</u> | <u>958,743</u> |
| NET RESULT | (1,541,949) | 2,222,211 | 12,125,276 | 9,916,597 | (2,208,679) | (18.2%) | 2,023,084 | (3,898,235) |
| Other Comprehensive Income | | | | | | | | |
| Changes on Revaluation of Non-Current Assets | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 |
| TOTAL COMPREHENSIVE INCOME | <u>(1,541,949)</u> | <u>2,222,211</u> | <u>12,125,276</u> | <u>9,916,597</u> | <u>(2,208,679)</u> | <u>18.2%</u> | <u>2,023,084</u> | <u>(3,898,235)</u> |



**Statement of Financial Position
as at 31 December 2025**

| | Current Year \$ | 30-Jun-25 \$ |
|--------------------------------------|--------------------|--------------------|
| CURRENT ASSETS | | |
| Cash and cash equivalents | 25,826,927 | 20,641,917 |
| Trade and other receivables | 4,746,917 | 937,031 |
| Other financial assets | 0 | 0 |
| Inventories | 7,899 | 7,899 |
| Other assets | <u>155,514</u> | <u>213,788</u> |
| TOTAL CURRENT ASSETS | <u>30,737,258</u> | <u>21,800,635</u> |
| NON-CURRENT ASSETS | | |
| Trade and other receivables | 0 | 175,846 |
| Other financial assets | 155,178 | 79,620 |
| Property, plant and equipment | 60,794,846 | 62,493,042 |
| Infrastructure | 209,921,829 | 209,836,758 |
| Right-of-use assets | <u>(48,540)</u> | <u>9,453</u> |
| TOTAL NON-CURRENT ASSETS | <u>270,823,313</u> | <u>272,594,719</u> |
| TOTAL ASSETS | 301,560,571 | 294,395,354 |
| CURRENT LIABILITIES | | |
| Trade and other payables | 994,952 | 3,140,871 |
| Other liabilities | 2,535,558 | 1,666,197 |
| Lease liabilities | 10,196 | 10,196 |
| Borrowings | 300,464 | 595,179 |
| Employee related provisions | 1,813,410 | 1,730,189 |
| Other provisions | 0 | 173,565 |
| TOTAL CURRENT LIABILITIES | <u>5,654,580</u> | <u>7,316,197</u> |
| NON-CURRENT LIABILITIES | | |
| Other Liabilities | 0 | 0 |
| Lease liabilities | 0 | 0 |
| Borrowings | 10,302,629 | 10,302,629 |
| Employee related provisions | 196,180 | 200,371 |
| Other provisions | 0 | 0 |
| TOTAL NON-CURRENT LIABILITIES | <u>10,498,810</u> | <u>10,503,000</u> |
| TOTAL LIABILITIES | 16,153,390 | 17,819,197 |
| NET ASSETS | 285,407,181 | 276,576,157 |
| EQUITY | | |
| Retained surplus | 72,594,347 | 62,839,109 |
| Reserve accounts | 13,407,085 | 14,331,304 |
| Revaluation surplus | <u>199,405,749</u> | <u>199,405,744</u> |
| TOTAL EQUITY | <u>285,407,181</u> | <u>276,576,157</u> |



Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025

1. NATURE CLASSIFICATIONS

REVENUE

Rates

All rates levied under the *Local Government Act 1995*. Includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. Excludes administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

Grants, subsidies & contributions (other than capital grants, subsidies and contributions)

Refers to all amounts received as grants, subsidies and contributions that are not non-operating grants.

Capital grants, subsidies & contributions

Amounts received specifically for the acquisition, construction of new or the upgrading of identifiable non financial assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

Revenue from Contracts with Customers

Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

Fees and Charges

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, and other fees and charges.

Service Charges

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995. Regulation 54 of the Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity, water and neighbourhood surveillance services. Exclude rubbish removal charges.

Interest on Earnings

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

Other Revenue / Income

Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates, reimbursements etc.

Profit on Asset Disposal

Excess of assets received over the net book value for assets on their disposal.

EXPENSES

Employee Costs

All costs associated with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

Materials and Contracts

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

Utilities (Gas, Electricity, Water)

Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

Insurance

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

Loss on Asset Disposal

Shortfall between the value of assets received over the net book value for assets on their disposal.

Depreciation on Non-Current Assets

Depreciation expense raised on all classes of assets. Excluding Land.

Finance Cost

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation, leasing and refinancing expenses.

Other Expenditure

Statutory fees, taxes, allowance for impairment of assets, member's fees or State taxes. Donations and subsidies made to community groups.



Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025

2. EXPLANATION OF MATERIAL VARIANCES IN THE STATEMENT OF FINANCIAL ACTIVITY

The material variances adopted by the Shire of Dardanup for reporting in the 2025/26 year is 10% or \$50,000, whichever is the greater.
All variances are between Year-to-Date Actual and Year-to-Date Revised Budget values.

| | 2025/26 Y-T-D Revised Budget | 2025/26 Y-T-D Actual | Variance to Y-T-D Revised Budget | Variance to Y-T-D Revised Budget | Timing / Permanent | Material Variance - Explanation |
|---|------------------------------------|----------------------------|--|---|-----------------------|--|
| | \$ | \$ | \$ | % | | |
| OPERATING ACTIVITIES | | | | | | |
| Revenue | | | | | | |
| Rates | 18,274,315 | 18,270,534 | (3,781) | (0.0%) | | |
| Grants, subsidies & contributions (other than capital grants, subsidies and | 619,499 | 861,732 | 242,233 | 39.1% ▲ | Timing | The variance is mainly due to LGGC FAGS Grant being budgeted quarterly at a lower amount, while the actual amount received is higher. |
| Fees and charges | 3,274,262 | 3,506,589 | 232,327 | 7.1% | | |
| Interest earnings | 505,153 | 608,195 | 103,042 | 20.4% ▲ | Permanent | The increase in interest income from bank accounts Term Deposits is due to higher anticipated interest rates. |
| Other revenue | 6,630 | 14,335 | 7,705 | 0.0% | | |
| Profit on asset disposal | 0 | 108,885 | 108,885 | 100.0% ▲ | Permanent | The variance is primarily due to the increased value of Financial Assets, resulting from the WALGA valuation of the units held in the Government House Trust, which rose by \$75K. |
| Total Operating Revenue | 22,679,859 | 23,370,270 | 690,411 | 3.0% | | |
| Operating Expenses | | | | | | |
| Employee costs | (7,108,205) | (6,886,960) | 221,245 | 3.1% | | |
| Materials and contracts | (4,871,252) | (4,384,603) | 486,649 | 10.0% ▲ | Timing | The variance in Materials and Contracts is primarily due to the timing of works and projects undertaken during the current year. |
| Utility charges | (350,193) | (289,980) | 60,213 | 17.2% ▲ | Timing | The variance in Utilities is mainly due to the timing of monthly street lighting payments, which are currently one month behind the year-to-date budget. |
| Depreciation on non-current assets | (3,673,158) | (3,768,110) | (94,952) | (2.6%) | | |
| Finance costs | (278,688) | (240,415) | 38,273 | 13.7% | | |
| Insurance expenses | (273,523) | (387,286) | (113,763) | (41.6%) ▼ | Timing | Fifty percent of the annual insurance premium was paid in July, while the budget spreads most building and bridge insurance costs evenly across the year. |
| Other expenses | (360,352) | (360,432) | (80) | (0.0%) | | |
| Loss on asset disposals | 0 | (18,582) | (18,582) | 0.0% | | |
| Total Operating Expenditure | (16,915,371) | (16,336,367) | 579,004 | (3.4%) | | |
| Net Operating Activities | 5,764,488 | 7,033,903 | 1,269,415 | 22.0% | | |

(continued next page)



Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025

2. EXPLANATION OF MATERIAL VARIANCES IN THE STATEMENT OF FINANCIAL ACTIVITY (continued)

| | 2025/26 Y-T-D Revised Budget | 2025/26 Y-T-D Actual | Variance to Y-T-D Revised Budget | Variance to Y-T-D Revised Budget | Timing / Permanent | Material Variance - Explanation |
|--|------------------------------------|----------------------------|--|--|-----------------------|--|
| ADJUSTMENTS OF NON CASH ITEMS | | | | | | |
| (Profit)/Loss on Asset Disposals | 0 | (90,303) | (90,303) | 0.0% | | |
| Fair value adjustment to financial assets | 0 | 0 | 0 | 0.0% | | |
| Depreciation on non-current assets | 3,673,158 | 3,768,110 | 94,952 | 2.6% | | |
| Adjusted Net Operating Activities | 9,437,646 | 10,711,710 | 1,274,064 | 13.5% | | |
| INVESTING ACTIVITIES | | | | | | |
| Revenue | | | | | | |
| Capital grants, subsidies & contributions | 6,360,788 | 2,916,099 | (3,444,689) | (54.2%) ▲ | Timing | The variance is primarily due to the budgeted figures for RRG and RTR being evenly distributed throughout the year, while the projects are now nearly complete. Consequently, contract liabilities for RRG and RTR have been recognized as Capital Revenue. In addition, grant revenue has been recognized for a new vehicle received from DFES, valued at \$425K. |
| Proceeds from disposal of assets | 124,050 | 73,705 | (50,345) | (40.6%) ▼ | Timing | A vehicle was traded in January, but it had been included in the December budget. |
| Payments for land and buildings | (961,836) | (91,975) | 869,861 | 90.4% ▲ | Timing | The upgrade of the Ferguson Bushfire Station is pending commencement. Works at the Eaton Administration Building and Burekup Pavilion are planned for later in the year. |
| Payments for transport infrastructure assets | (6,598,525) | (2,655,649) | 3,942,876 | 59.8% ▲ | Timing | No significant payments to date on upgrade and renewal of roads, bridges, drainage and pathways capital works. |
| Payments for parks infrastructure assets | (291,420) | (30,299) | 261,121 | 89.6% ▲ | Timing | No significant payments have been made to date toward the upgrade or renewal of parks infrastructure assets. |
| Payments for motor vehicles | (226,388) | (425,497) | (199,109) | (88.0%) ▼ | Permanent | The variance is primarily due to the acquisition of a donated asset received from DFES at 425K. |
| Payments for plant & equipment | (54,998) | 0 | 54,998 | 100.0% ▲ | Timing | No costs have been incurred to date for the acquisition of plant and equipment assets. |
| Payments for furniture & fittings | (275,118) | (33,911) | 241,207 | 87.7% ▲ | Timing | No significant costs have been incurred to date for the acquisition of furniture and equipment assets. |
| Net investing activities | (1,923,447) | (247,528) | 1,675,919 | 87.1% | | |
| Non-cash amounts excluded from investing activities | | | | | | |
| Movement in non-operating grants and contributions associated with restricted cash | 0 | 0 | 0 | 0.0% | | |
| Adjusted net investing activities | (1,923,447) | (247,528) | 1,675,919 | 87.1% | | |

(continued next page)



Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025

2. EXPLANATION OF MATERIAL VARIANCES IN THE STATEMENT OF FINANCIAL ACTIVITY (continued)

| | 2025/26 Y-T-D Revised Budget | 2025/26 Y-T-D Actual | Variance to Y-T-D Revised Budget | Variance to Y-T-D Revised Budget | Timing / Permanent | |
|--|------------------------------------|----------------------------|--|---|-----------------------|---|
| FINANCING ACTIVITIES | | | | | | |
| Revenue | | | | | | |
| Proceeds from new debentures | 0 | 0 | 0 | 0.0% | | |
| Transfers from reserves | 218,785 | 1,165,698 | 946,913 | (432.8%) ▲ | Timing | The variance is primarily due to the early receipt of the 2025/26 FAGS grant in June 2025, which was transferred from the Unspent Grants reserve in July. However, the budget allocation is scheduled for March 2026. |
| Repayment of debentures | (294,343) | (294,716) | (373) | (0.1%) | | |
| Principal portion of lease liabilities | (63,253) | (38,036) | 25,217 | (39.9%) | | |
| Transfers to Reserves | 0 | (201,479) | (201,479) | (100.0%) ▼ | Timing | Interest earned on Reserve account cash investments are transferred to reserves on a monthly basis. The budgeted timing is for all transfers to be made in March. |
| Total financing activities | (138,811) | 631,468 | 770,279 | (554.9%) | | |
| FUNDING SOURCES | | | | | | |
| Surplus/(Deficit) July 1 B/Fwd | 996,531 | 996,531 | 0 | 0.0% | | |
| CLOSING FUNDS (A+B+C+D) | 8,371,919 | 12,092,181 | 3,720,262 | 44.4% | | |



Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025

3. TRUST FUNDS

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

| NAME | BALANCE 1 JULY | RECEIPTS | INTEREST | PAYMENTS | ADJUSTMENTS (TRANSFERS) | CLOSING BALANCE |
|--|-------------------|----------|---------------|----------|----------------------------|--------------------|
| | \$ | \$ | \$ | \$ | \$ | \$ |
| Ross & Deborah Bevan | 44,458 | 0 | 0 | 0 | 0 | 44,458 |
| Public Open Space | 569,196 | 0 | 0 | 0 | 0 | 569,196 |
| Dept Communities Grant - Auspicing for Goodstart Eaton Child Care Centre | 0 | 0 | 0 | 0 | 0 | 0 |
| Accrued Interest | 0 | 0 | 10,847 | 0 | 0 | 10,847 |
| Plus: Outstanding Creditors | 0 | 0 | 0 | 0 | 0 | 0 |
| Less: Outstanding Debtors | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 613,654 | 0 | 10,847 | 0 | 0 | 624,501 |

4. RESERVES - CASH BACKED

All reserves are supported by cash and cash equivalents and are restricted within equity as Reserves - cash backed.

| NAME | BALANCE 1 JULY | RECEIPTS | INTEREST | PAYMENTS | ADJUSTMENTS (TRANSFERS) | CLOSING BALANCE |
|---|-------------------|-----------|----------------|--------------------|----------------------------|--------------------|
| | \$ | \$ | \$ | \$ | \$ | \$ |
| <i>Council Restricted</i> | | | | | | |
| Executive & Compliance Vehicles Reserve | 199,817 | 0 | 0 | 0 | 0 | 199,817 |
| Plant & Engineering Equipment Reserve | 926,717 | 0 | 0 | 0 | 0 | 926,717 |
| Eaton Recreation Centre - Equipment Reserve | 418,909 | 0 | 0 | 0 | 0 | 418,909 |
| Building Maintenance Reserve | 1,373,040 | 0 | 0 | (18,901) | 0 | 1,354,139 |
| Employee Relief Reserve | 308,574 | 0 | 0 | 0 | 0 | 308,574 |
| Employee Leave Entitlements Reserve | 59,819 | 0 | 0 | 0 | 0 | 59,819 |
| Refuse Site Environmental Works Reserve | 214,492 | 0 | 0 | 0 | 0 | 214,492 |
| Information Technology Reserve | 977,471 | 0 | 0 | 0 | 0 | 977,471 |
| Roadwork Construction & Major Maintenance Reserve | 1,640,594 | 0 | 0 | (77,559) | 0 | 1,563,035 |
| Accrued Salaries Reserve | 567,640 | 0 | 0 | 0 | 0 | 567,640 |
| Tourism Reserve | 12,981 | 0 | 0 | 0 | 0 | 12,981 |
| Recycling Education Reserve | 63,480 | 0 | 0 | 0 | 0 | 63,480 |
| Road Safety Programs Reserve | 39,202 | 0 | 0 | 0 | 0 | 39,202 |
| Council Land Development Reserve | 37,168 | 0 | 0 | 0 | 0 | 37,168 |
| Carried Forward Projects Reserve | 1,536,970 | 0 | 0 | (105,249) | 0 | 1,431,721 |
| Election Expenses Reserve | 77,718 | 0 | 0 | 0 | 0 | 77,718 |
| Town Planning Consultancy Reserve | 68,557 | 0 | 0 | 0 | 0 | 68,557 |
| Parks & Reserves Upgrades Reserve | 411,397 | 0 | 0 | (16,029) | 0 | 395,368 |
| Strategic Planning Studies Reserve | 115,837 | 0 | 0 | 0 | 0 | 115,837 |
| Pathways Reserve | 168,962 | 0 | 0 | (38,505) | 0 | 130,457 |
| Asset / Rates Revaluation Reserve | 173,229 | 0 | 0 | 0 | 0 | 173,229 |
| Refuse & Recycling Bin Replacement Reserve | 81,843 | 0 | 0 | 0 | 0 | 81,843 |
| Sale of Land Reserve | 292,738 | 0 | 0 | 0 | 0 | 292,738 |
| Storm Water Reserve | 193,165 | 0 | 0 | (229) | 0 | 192,937 |
| | 9,960,320 | 0 | 0 | (256,471) | 0 | 9,703,850 |
| <i>Statute Restricted</i> | | | | | | |
| Contribution to Works Reserve | 1,036,102 | 93 | 0 | 0 | 0 | 1,036,196 |
| Eaton Drive - Access Construction Reserve | 65,143 | 0 | 0 | 0 | 0 | 65,143 |
| Eaton Drive - Scheme Construction Reserve | 101,092 | 0 | 0 | 0 | 0 | 101,092 |
| Fire Control Reserve | 12,779 | 0 | 0 | 0 | 0 | 12,779 |
| Collie River (Eaton Drive) Bridge Construction Reserve | 70,391 | 0 | 0 | 0 | 0 | 70,391 |
| Unspent Grants Reserve | 886,881 | 0 | 0 | (862,401) | 0 | 24,480 |
| Swimming Pool Inspection Reserve | 9,734 | 0 | 0 | 0 | 0 | 9,734 |
| Burekup - Public Open Space | 80,077 | 0 | 0 | 0 | 0 | 80,077 |
| Unspent Specified Area Rate - Bulk Waste Collection Reserve | 39,215 | 0 | 0 | 0 | 0 | 39,215 |
| Unspent Specified Area Rate - Eaton Landscaping Reserve | 44,229 | 0 | 0 | 0 | 0 | 44,229 |
| Unspent Loans Reserve | 2,025,341 | 0 | 0 | 0 | 0 | 2,025,341 |
| Dardanup Expansion Developer Contribution Plan Reserve | 0 | 0 | 0 | 0 | 0 | 0 |
| | 4,370,984 | 93 | 0 | (862,401) | 0 | 3,508,676 |
| Interest | 0 | 0 | 201,386 | 0 | 0 | 201,386 |
| Less: Outstanding Debtors | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 14,331,304 | 93 | 201,386 | (1,118,872) | 0 | 13,413,911 |



**Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025**

5. MUNICIPAL LIABILITIES

Funds held at reporting date for bonds and deposits not required to be held in the Trust Fund and classified as restricted to recognise that they are owed to developers/hirers and others. These are now classified as Municipal Liabilities as follows:

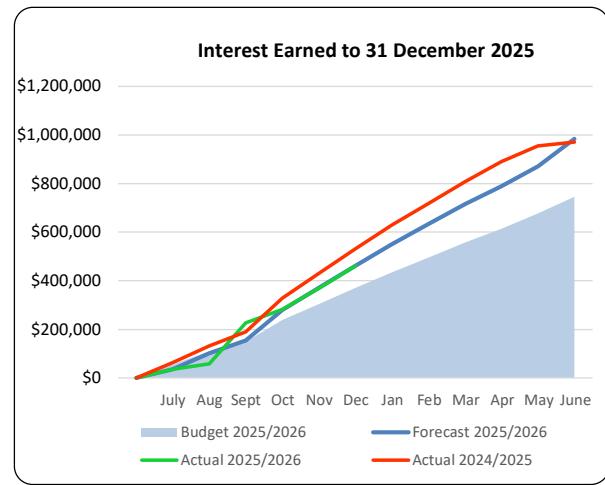
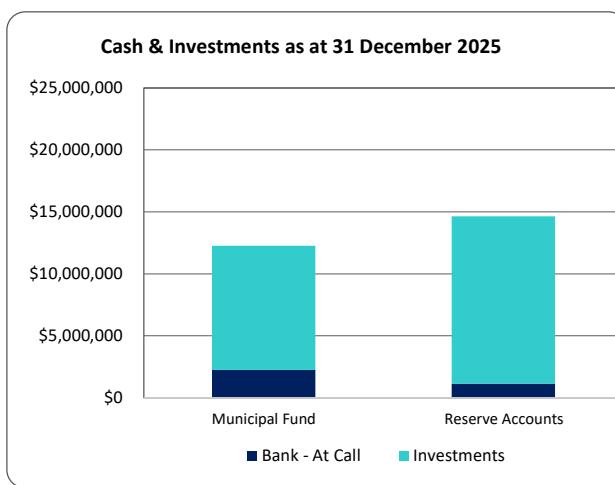
| | BALANCE 1 JULY | RECEIPTS | INTEREST | PAYMENTS | ADJUSTMENTS (TRANSFERS) | CLOSING BALANCE |
|---|-------------------|----------------|----------|------------------|----------------------------|--------------------|
| | \$ | \$ | \$ | \$ | \$ | \$ |
| Total - Retention Bonds | 280,116 | 0 | 0 | (60,860) | 0 | 219,256 |
| Total - Construction Contract Retention | 0 | 0 | 0 | 0 | 0 | 0 |
| Total - Extractive Industry Rehabilitation Bonds | 153,159 | 0 | 0 | 0 | 0 | 153,159 |
| Total - Sundry Deposits | 48,806 | 166,000 | 0 | (163,000) | 0 | 51,806 |
| Election Deposits | 0 | 1,200 | 0 | (1,200) | 0 | 0 |
| Key Bonds | 820 | 440 | 0 | (480) | (40) | 740 |
| Hire Bonds | 3,050 | 7,075 | 0 | (7,570) | 40 | 2,595 |
| Kerb Bonds | 3,346 | 0 | 0 | 0 | 0 | 3,346 |
| Construction Training Fund | 3,286 | 154,464 | 0 | (153,301) | 0 | 4,449 |
| Building Services Levy | 7,761 | 152,650 | 0 | (149,146) | 0 | 11,266 |
| Development Assessment Panel | 0 | 0 | 0 | 0 | 0 | 0 |
| Less Outstanding Debtors | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 500,344 | 481,829 | 0 | (535,557) | 0 | 446,616 |



Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025

6. STATEMENT OF INVESTMENTS

| BANK | TYPE | AMOUNT | RATE | DAYS | COMMENCE | MATURITY | ESTIMATED INTEREST | INTEREST CREDITED 2025-2026 |
|---------------------------------------|-----------------------------------|-------------------------|-------|------|----------|-----------|--------------------|-----------------------------|
| MUNICIPAL FUND | | | | | | | | |
| CBA | Municipal Fund Bank Account | \$ 187,064.18 | 3.40% | | | | | \$ 14,445.60 |
| CBA | Municipal - Business Online Saver | \$ 2,062,455.56 | 3.40% | | | | | \$ 97,409.99 |
| NAB | National Australia Bank | \$ 1,000,000.00 | 4.10% | 151 | Oct-25 | 17-Mar-26 | \$ 16,961.64 | |
| NAB | National Australia Bank | \$ 1,000,000.00 | 4.10% | 123 | Oct-25 | 17-Feb-26 | \$ 13,816.44 | |
| CURVE | Bank of China | \$ 1,000,000.00 | 4.14% | 90 | Oct-25 | 15-Jan-26 | \$ 10,208.22 | |
| CURVE | Bank of China | \$ 4,000,000.00 | 4.19% | 243 | Oct-25 | 17-Jun-26 | \$ 111,580.27 | |
| CURVE | Bank of China | \$ 500,000.00 | 4.30% | 150 | Nov-25 | 17-Apr-26 | \$ 8,835.62 | |
| CURVE | Bank of China | \$ 1,500,000.00 | 4.34% | 180 | Nov-25 | 27-May-26 | \$ 32,104.11 | |
| CBA | Commonwealth Bank of Australia | \$ 1,000,000.00 | 4.30% | 183 | Dec-25 | 17-Jun-26 | \$ 21,558.90 | |
| CURVE | Bank of Queensland | \$ 500,000.00 | 4.50% | 183 | Dec-25 | 17-Jun-26 | \$ 11,280.82 | |
| Interest received on matured deposits | | | | | | | | \$ 19,528.77 |
| | | <u>\$ 12,749,519.74</u> | | | | | \$ 226,346.03 | \$ 131,384.36 |
| TRUST FUND | | | | | | | | |
| CBA | Trust Fund Bank Account | \$ 622,760.71 | 3.40% | | | | | \$ 9,106.22 |
| | | <u>\$ 622,760.71</u> | | | | | | \$ 9,106.22 |
| RESERVE ACCOUNTS | | | | | | | | |
| CBA | Reserve Bank Account | \$ 20,058.02 | 3.40% | | | | | \$ 1,538.38 |
| CBA | Reserve - Business Online Saver | \$ 1,122,711.49 | 3.40% | | | | | \$ 180,318.76 |
| NAB | National Australia Bank | \$ 2,000,000.00 | 4.10% | 151 | Oct-25 | 17-Mar-26 | \$ 33,923.29 | |
| NAB | National Australia Bank | \$ 4,000,000.00 | 4.10% | 243 | Oct-25 | 17-Jun-26 | \$ 109,183.56 | |
| CBA | Commonwealth Bank of Australia | \$ 1,000,000.00 | 4.04% | 123 | Oct-25 | 17-Feb-26 | \$ 13,614.25 | |
| CURVE | Bank of China | \$ 1,500,000.00 | 4.30% | 150 | Nov-25 | 17-Apr-26 | \$ 26,506.85 | |
| CURVE | Bank of China | \$ 1,000,000.00 | 4.34% | 180 | Nov-25 | 27-May-26 | \$ 21,402.74 | |
| CURVE | Bank of Queensland | \$ 1,500,000.00 | 4.50% | 183 | Dec-25 | 17-Jun-26 | \$ 33,842.47 | |
| CURVE | Judo Bank Pty Ltd | \$ 2,000,000.00 | 4.60% | 183 | Dec-25 | 17-Jun-26 | \$ 46,126.03 | |
| Interest received on matured deposits | | | | | | | | \$ 19,528.77 |
| | | <u>\$ 14,142,769.51</u> | | | | | \$ 284,599.18 | \$ 201,385.9 |
| Total Interest Received | | | | | | | | \$ 341,876.5 |





Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025

6. STATEMENT OF INVESTMENTS (continued)

Total Funds Invested

Total Funds Invested as at Reporting Date -

| | |
|-------------------------------------|-------------------------|
| Municipal Fund Investment Portfolio | \$ 10,500,000.00 |
| Trust Fund Investment Portfolio | \$ - |
| Reserve Fund Investment Portfolio | <u>\$ 13,000,000.00</u> |
| | <u>\$ 23,500,000.00</u> |

Investment Policy - Portfolio Risk Exposure

Council's investment policy provides a framework to manage the risks associated with financial investments.

Portfolio - Terms of Maturity

Limits are placed on the term to maturity thereby reducing the impact of any significant change in interest rate markets and to provide liquidity.

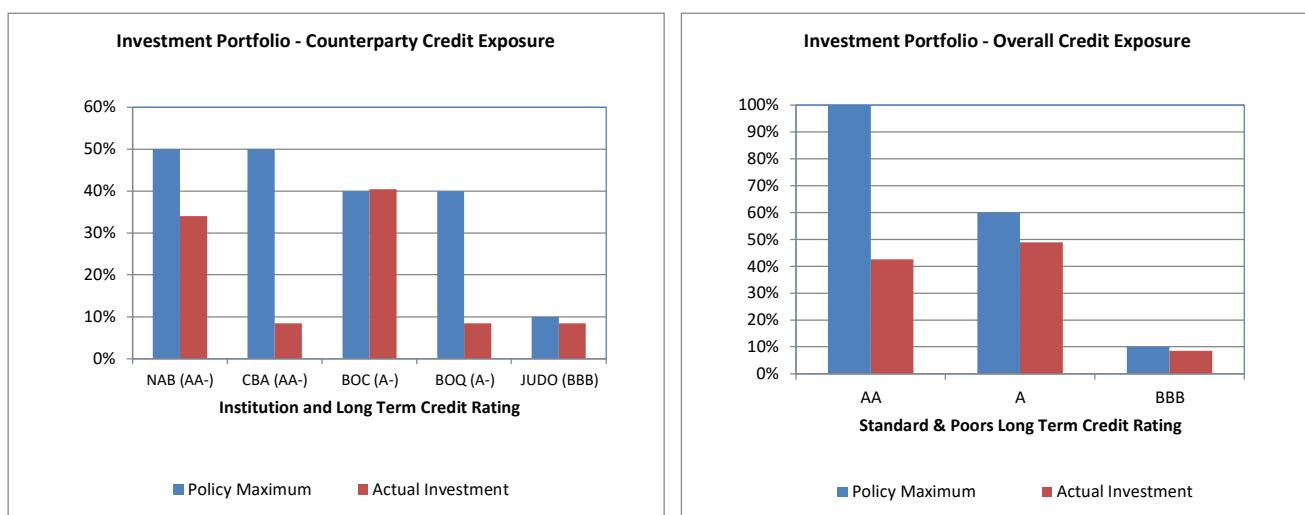
Counterparty Credit Exposure

Exposure to an individual authorised deposit-taking institution (ADI) counterparty will be restricted by their credit rating so that single entity exposure is limited.

Overall Credit Exposure

To control the credit quality on the entire portfolio, limits are placed on the percentage exposed to any particular credit rating category.

The following charts demonstrate the current portfolio diversity and risk compliance with the policy framework.





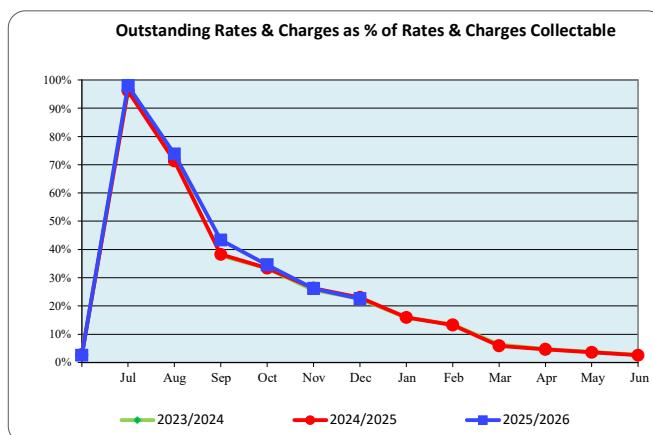
Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025

7. Accounts Receivable as at 31 December 2025

Rates and Charges Outstanding

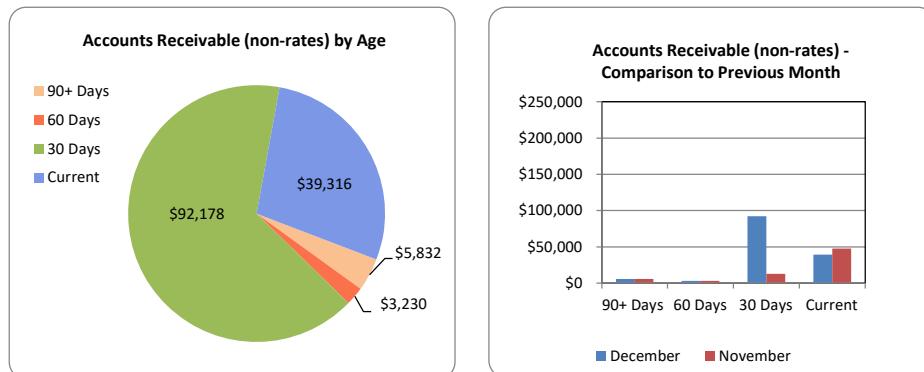
2025/26 annual rates were raised on 31 July 2025 and were due 10 September 2025 for payment in full or for the first of four instalments. The final instalment is due on 18 March 2026.

As at the reporting date, total outstanding rates and charges (including pensioner deferred rates) is \$4,992,945. This represents 22.56% of the rates and charges collectible, reflecting a slight decrease compared to previous year. It is the objective of management to achieve less than 4% of rates and charges outstanding by 30 June.



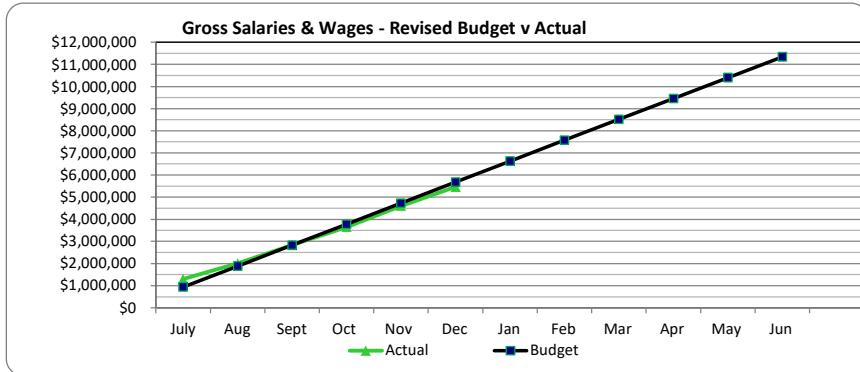
Sundry Debtors Outstanding (non-rates)

As at the reporting date, the total outstanding Sundry Debtors amount to \$140,556. There are no significant overdue debts.



8. Salaries and Wages to 31 December 2025

At the reporting date, total salaries and wages expenditure is \$5,464,524 (48.22%) of the annual budget of \$11,333,405 for the 2025/26 financial year.





Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025

9. RATING INFORMATION

| RATE TYPE | Rate in | Number of properties | Rateable value | 2025/26 Budget rate revenue | 2025/26 Budget interim rates | 2025/26 Budget back rates | 2025/26 Budget total revenue | 2025/26 Actual total revenue | 2024/25 Actual total revenue | 2024/25 Budget total revenue | |
|--|----------|----------------------|----------------|-----------------------------|------------------------------|---------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------|
| Differential general rate or general rate | | | | | | | | | | | |
| Gross rental valuations | | | | | | | | | | | |
| Residential (including residential vacant) | 0.081460 | 5,078 | 126,382,898 | 10,295,151 | 201,207 | 0 | 10,496,358 | 10,351,686 | 9,673,413 | 9,560,498 | |
| Commercial (including commercial vacant) | 0.112180 | 68 | 16,086,221 | 1,804,488 | 0 | 0 | 1,804,488 | 1,804,488 | 1,706,019 | 1,706,020 | |
| Industrial (including industrial vacant) | 0.115950 | 119 | 12,244,204 | 1,313,289 | 0 | 0 | 1,313,289 | 1,313,289 | 1,148,399 | 1,148,399 | |
| Rural residential (including rural residential vacant) | 0.081260 | 524 | 12,504,021 | 1,016,102 | 0 | 0 | 1,016,102 | 1,016,102 | 1,083,248 | 1,082,858 | |
| Accommodation | 0.115950 | 2 | 460,980 | 53,452 | 0 | 0 | 53,452 | 53,452 | 50,922 | 50,922 | |
| UV Rural (including UV1, UV2, UV3 and Mining) | 0.005520 | 644 | 388,400,235 | 2,143,581 | 0 | | 2,143,581 | 2,143,581 | 2,006,728 | 2,005,967 | |
| Sub-Totals | | 6,435 | 556,078,559 | 16,626,063 | 201,207 | 0 | 16,827,270 | 16,682,597 | 15,668,729 | 15,554,664 | |
| Minimum payment | | | | | | | | | | | |
| Gross rental valuations | | | | | | | | | | | |
| Residential (including residential vacant) | 1,724.00 | 451 | 5,754,233 | 777,524 | 0 | 0 | 777,524 | 798,212 | 825,500 | 830,375 | |
| Commercial (including commercial vacant) | 1,827.00 | 7 | 54,438 | 12,789 | 0 | 0 | 12,789 | 12,789 | 12,054 | 12,054 | |
| Industrial (including industrial vacant) | 1,827.00 | 13 | 189,750 | 23,751 | 0 | 0 | 23,751 | 23,751 | 79,212 | 79,212 | |
| Rural residential (including rural residential vacant) | 1,827.00 | 127 | 1,276,080 | 232,029 | 0 | 0 | 232,029 | 232,029 | 136,038 | 136,038 | |
| Accommodation | 1,827.00 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| UV Rural (including UV1, UV2, UV3 and Mining) | 1,827.00 | 127 | 23,381,567 | 232,029 | 0 | 0 | 232,029 | 232,029 | 220,416 | 220,416 | |
| Sub-Totals | | 725 | 30,656,068 | 1,278,122 | 0 | 0 | 1,278,122 | 1,298,810 | 1,273,220 | 1,278,095 | |
| Concession on general rates | | | | | | | | | | | |
| Rates write-off | | | | | | | | | | | |
| Total amount raised from general rates | | | | | | | | 18,063,892 | 17,961,006 | 16,922,394 | 16,812,163 |
| Specified area rates - bulk waste collection | 0.001186 | 4,872 | 130,899,663 | 155,247 | | | 155,247 | 155,724 | 110,918 | 147,869 | |
| Specified area rates - Eaton landscaping | 0.001130 | 4,648 | 135,644,248 | 153,278 | | | 153,278 | 153,803 | 268,148 | 186,017 | |
| Total specified area and ex gratia rates | | | | | | | 308,525 | 309,527 | 379,066 | 333,886 | |
| Interim Back Rates | | | | | | | | 18,372,417 | 18,270,534 | 17,301,460 | 17,146,049 |
| Total rates | | | | | | | | | | | |



Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025

10. INFORMATION ON BORROWINGS

Debenture Repayments

| Particulars | Loan No. | \$ | Principal Opening Balance 1 July 2025 | | New Loans 2025/26 | | Principal Repayments 2025/26 | | Interest Repayments 2025/26 | | Principal Outstanding 31 December 2025 | |
|-------------------------------------|----------|------------|---|-------------------|-------------------------|---------|------------------------------------|-------------------|-----------------------------------|-------------------|--|--------|
| | | | Actual | Adopted Budget | \$ | \$ | Actual | Adopted Budget | \$ | Adopted Budget | \$ | Actual |
| Community Amenities | | | | | | | | | | | | |
| Wanju/Waterloo Industrial Park | | | | | | | | | | | | |
| Developer Contribution Plans | 70 | 462,850 | 0 | 0 | 37,067 | 74,401 | 3,333 | 6,400 | 425,783 | 537,251 | | |
| Waste Bins (3 Bin System) | 71 | 188,051 | 0 | 0 | 22,732 | 45,681 | 1,795 | 3,375 | 165,319 | 233,733 | | |
| Recreation and Culture | | | | | | | | | | | | |
| Glen Huon Oval Club Rooms | 69 | 743,005 | 0 | 0 | 24,663 | 49,799 | 14,266 | 28,058 | 718,342 | 792,804 | | |
| Eaton Oval Club Rooms | 72 | 655,320 | 0 | 0 | 11,828 | 23,930 | 15,257 | 30,238 | 643,493 | 679,251 | | |
| Transport | | | | | | | | | | | | |
| Depot Land | 66 | 184,848 | 0 | 0 | 35,495 | 71,713 | 3,762 | 6,801 | 149,353 | 256,561 | | |
| Other Property and Services | | | | | | | | | | | | |
| Library / Adminstration Centre (#1) | 73 | 5,607,473 | 0 | 0 | 103,607 | 209,501 | 123,793 | 245,299 | 5,503,866 | 5,816,974 | | |
| Library / Adminstration Centre (#2) | 74 | 1,456,260 | 0 | 0 | 22,739 | 46,077 | 38,405 | 76,209 | 1,433,522 | 1,502,337 | | |
| ERP | 75 | 1,600,000 | 0 | 0 | 36,586 | 73,345 | 39,610 | 80,360 | 1,563,414 | 1,673,345 | | |
| | | 10,897,809 | 0 | 0 | 294,716 | 594,447 | 240,221 | 476,740 | 10,603,093 | 11,492,256 | | |

All debenture repayments are financed by general purpose revenue.



Notes to the Statement of Financial Activity
For the Period Ended 31 December 2025

11. BUDGET AMENDMENTS

Amendments to the original budget since budget adoption. Surplus/(Deficit)

| GL/JOB Code Description | Council Resolution | Classification | Non Cash Adjustment | Increase in Available Cash | Decrease in Available Cash | Revised Budget Running Balance |
|-------------------------|---|-----------------------|--|----------------------------|----------------------------|--------------------------------|
| Budget Adoption | | | | | | |
| | Opening Surplus (Budgeted) | | \$ | \$ 173,999 | | \$ 173,999 |
| | Adjustment to Opening year end Surplus (30/6/25) from \$936,114 to \$996,531. | | | 60,417 | | 234,416 |
| 18005 | Incorporation of State Election Commitment grant - ERC Fan | OCM237-25 on 27/8/25 | Non Operating Grants | 25,000.00 | | 259,416 |
| 19195 | Internal funding for ERC Fan as approved by Council | OCM237-25 on 27/8/25 | Transfer from Building Maintenance Reserve | 25,000.00 | | 284,416 |
| 43115 | Total approved spend on ERC Fan | OCM237-25 on 27/8/25 | WIP Acquisition - Plant & Equipment | | (50,000) | 234,416 |
| 18005 | Incorporation of State Election Commitment grant - Eaton Boomers Football Club | OCM236-25 on 27/8/25 | Non Operating Grants | 850,000 | | 1,084,416 |
| 45130 | Approved cost of lighting, outdoor seat covers and electronic scoreboard upgrade | OCM236-25 on 27/8/25 | WIP - Lighting | | (850,000) | 234,416 |
| 45130 | 9% Design cost to be covered from Opex budget | OCM236-25 on 27/8/25 | WIP - Lighting | | (76,500) | 157,916 |
| 21005 | Decrease in Staff Salaries budget equivalent to 9% Design cost | OCM236-25 on 27/8/25 | Staff Salaries & Wages | 76,500 | | 234,416 |
| 18005 | Regional Road Safety Program - LG Grant Henty Road | OCM238-25 on 27/8/25 | Non Operating Grants | 2,902,500 | | 3,136,916 |
| 45100 | Henty Road Widening | OCM238-25 on 27/8/25 | WIP - Roads | | (2,902,500) | 234,416 |
| 19195 | Dardanup Office modification work to be funded from buiding maintenance reserve | OCM257-25 on 25/9/25 | Transfer from Building Maintenance Reserve | 100,000 | | 334,416 |
| 22025 | Major maintenance work to be carried out in Dardanup Office | OCM257-25 on 25/9/25 | Other Materials and Contracts | | (100,000) | 234,416 |
| 12005 | Auspicing the State Election Commitment grant for Lions Club Dardanup | OCM258-25 on 25/9/25 | | 20,000 | | 254,416 |
| 28015 | Incorporation of corresponding expenses to the auspicing arrangement for Lions Club | OCM258-25 on 25/9/25 | | | (20,000) | 234,416 |
| 18005 | Increase in capital grant from \$44,840 to \$120,000 | OCM259-25 on 25/9/25 | Non Operating Grants | 75,160 | | 309,576 |
| 19115 | Transfer from Parks & Reserves upgrades reserve being the difference between \$44,840 and \$64,840 | OCM259-25 on 25/9/25 | Transfer from Parks & Reserve Upgrades | 20,000 | | 329,576 |
| 45120 | Increase in capital spend from \$89,680 to \$184,840 | OCM259-25 on 25/9/25 | WIP - Parks & Ovals | | (95,160) | 234,416 |
| 19125 | Transfer from Pathways reserve being the difference between \$176,215 and \$250,000, Increase from \$147,692 to \$221,447 | OCM280-25 on 29/10/25 | Transfer from Reserve Pathways | 73,785 | | 308,201 |
| 45105 | Increase in capital spend from \$176,215 to \$250,000 | OCM280-25 on 29/10/25 | WIP - Footpaths | | (73,785) | 234,416 |
| 22025 | Increase by \$4,000 (\$500x 8 Brigades) provision of funding for training related | OCM231-25 on 23/07/25 | Other Materials and Contracts | | (4,000) | 230,416 |
| 43105 | Decrease by \$146,211 being budgeted from \$750,000 to \$603,789 Burekup Changerooms | OCM303-25 on 19/11/25 | WIP - Building | 146,211 | | 376,627 |
| 18005 | Decrease by \$48,737 being budgeted from \$250,000 to \$201,263 (CSRFF 1/3 share of the new cost \$603,789) | OCM303-25 on 19/11/25 | Non Operating Grants | | (48,737) | 327,890 |
| 19195 | Decrease by \$97,474 being from budget from \$500,00 to \$402,526 | OCM303-25 on 19/11/25 | Transfer from Building Maintenance Reserve | | (97,474) | 230,416 |
| 43105 | Increase by \$24,850 being budgeted from \$212,650 to \$237,500 Burekup Changerooms | OCM305-25 on 19/11/25 | WIP - Building | | (24,850) | 205,566 |
| 19195 | Increase by \$24,850 being from budget from \$0 to \$24,850 | OCM305-25 on 19/11/25 | Transfer from Building Maintenance R | 24,850 | | 230,416 |
| 22025 | Increase by \$12,263 for relocation of New Cricket Practice Net , funds carried forward from 2024/25 Parks and Reserve Budget | OCM326-25 on 17/12/25 | Burekup Oval | | (12,263) | 218,153 |
| 19100 | Increase by \$12,263 for relocation of New Cricket Practice Net , funds carried forward from 2024/25 Parks and Reserve Budget | OCM326-25 on 17/12/25 | Transfer from Carried Forward Project | 12,263 | | 230,416 |
| | | | | 4,585,685 | (4,355,269) | 230,416 |

| RISK ASSESSMENT TOOL | | | | | | | | |
|--------------------------|--|--|--------------|----------------------|--|----------------------------|---------------|----------------------|
| OVERALL RISK EVENT: | | Monthly Statement of Financial Activity for the Period Ended on the 31 st December 2025 | | | | | | |
| 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 | Not monitoring ongoing financial performance would increase the risk of a negative impact on the financial position. | Moderate (3) | Unlikely (2) | Moderate (5 - 11) | 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 | Non-compliance with the legislative requirements that results in a qualified audit. | Minor (2) | Unlikely (2) | Low (1 - 4) | Not required. | Not required. | Not required. | Not required. |
| REPUTATIONAL | Non-compliance that results in a qualified audit can lead stakeholders to question the Council's ability to manage finances effectively. | Insignificant (1) | Unlikely (2) | 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. |

| RISK ASSESSMENT TOOL | | | | | | | | |
|--------------------------|--|---|--------------|----------------------|--|----------------------------|---------------|----------------------|
| OVERALL RISK EVENT: | | <i>Schedule of Paid Accounts as at 31st December 2025</i> | | | | | | |
| 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 | That payments are not made in accordance with Shire's policies and procedures. | Moderate (3) | Possible (3) | Moderate (5 - 11) | 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 reporting schedule of paid accounts to Council is in contravention of Local Government Act 1995. | Moderate (3) | Possible (3) | Moderate (5 - 11) | Not required. | Not required. | Not required. | Not required. |
| REPUTATIONAL | Non-compliance with a legal requirement may lead to community confidence being eroded in Shire's management and Council. | Moderate (3) | Possible (3) | 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. |