

## **SHIRE OF EAST PILBARA**

These minutes were confirmed by the council  
as a true and accurate record at the ordinary  
council meeting held on 30/09/2022



Unconfirmed copy of Ordinary  
Minutes of Council Meeting held on 26  
August 2022 subject to confirmation at  
Ordinary Council Meeting to be held  
on 30 September 2022

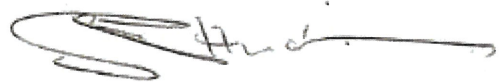


## **EAST PILBARA SHIRE COUNCIL**

# **MINUTES**

## **ORDINARY COUNCIL MEETING**

held in Council Chambers, Newman,  
10.30am, Friday, 26 August 2022.



**Steven Harding**  
**CHIEF EXECUTIVE OFFICER**



# DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of East Pilbara for any act, omission or statement or intimation occurring during Council or Committee Meetings. The Shire of East Pilbara disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council or Committee Meetings.

Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee Meeting does so at that person's or legal entity's own risk.

In particular and without derogating any planning application or application of a licence, any statement or intimation of approval made by any member or Officer of the Shire of East Pilbara during the course of any meeting is not intended to be and is not taken as notice of approval from the Shire of East Pilbara.

The Shire of East Pilbara warns that anyone who has any application lodged with the Shire of East Pilbara must obtain and should only rely on

## **WRITTEN CONFIRMATION**

of the outcome of the application and any conditions attaching to the decision made by the Shire of East Pilbara in respect of the application.

Please be advised these Minutes may include the names of people who are deceased.

Signed: \_\_\_\_\_  
Steven Harding  
Chief Executive Officer

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

The Shire President as Presiding Member declared the Shire of East Pilbara Ordinary Council Meeting of 22 July 2022 open at 10.30am at the Council Chambers, Newman Administration Centre.

The President acknowledged the Traditional Owners of the land on which the meeting took place, the Nyiyaparli People, and the Martu People as the Custodians. Council also paid its respects to their Elders, both past, present and emerging.

**The Shire President acknowledged the very sad news received by the Shire on Monday 15 August of the passing of Cr Anita Grace. Cr Grace exemplified service to community and is very greatly missed by all who had the pleasure of knowing her. The Shire and the East Pilbara Community were fortunate recipients of her tireless work for our region.**

**On behalf of all Councillors, the CEO, Shire Staff and the communities of the East Pilbara, the President extended the very deepest of condolences to Anita's family at this difficult time.**

**All present in the Chamber stood and observed a minutes' silence as a mark of respect for Cr Anita Grace.**

All present were requested to turn off and refrain from using their mobile phones for the duration of the meeting. Tablets and laptops were permitted for the purpose of accessing agenda items.

All present were also advised that the meeting was being audio recorded and Council Members should refrain from making any defamatory statements.

## **2 ATTENDANCE BY INSTANTANEOUS COMMUNICATIONS**

No requests received to use a remote platform for this meeting.

## **3 RECORD OF ATTENDANCES/APOLOGIES/LEAVE OF ABSENCE**

### **3.1 ATTENDANCES**

#### Councillors

Cr Anthony Middleton	Shire President
Cr Wendy McWhirter-Brooks	Deputy Shire President
Cr Matthew Anick	Councillor
Cr Peta Baer	Councillor
Cr Langtree Coppin OAM	Councillor (Cr Coppin arrived at 10.33am)
Cr David Kular	Councillor
Cr Annabell Landy	Councillor
Cr Karen Lockyer	Councillor

Officers

Steven Harding  
Emma Landers

Steve Leeson  
Eric Plet  
Vic Etherington  
Joshua Brown

Sally Fry  
Tehsin Ali

Chief Executive Officer  
Deputy CEO / Director Organisation  
Development  
Director Corporate Services  
Director Community Services  
Director Aviation and Regulatory Services  
Manager Governance, Risk and  
Procurement  
Governance Support  
Governance Administration Officer

Public Gallery

Nil

**3.2 APOLOGIES**

Councillor Apologies

Cr Stacey Smith

Officer Apologies

Nil

**3.3 LEAVE OF ABSENCE**

A Leave of Absence was granted at the Council Meeting of 24 June 2022 for Cr Adrienne Mortimer for the Ordinary Council Meetings of 22 July 2022 and 26 August 2022.

**4 DISCLOSURES OF INTEREST**

Cr Peta Baer declared an interest in the below item on the Confidential Agenda of the Special Council Meeting 18 August 2022:

**6.1.1 Community Support Grants Program 2022/23**

Pursuant to Clause 22(2) of the Code of Conduct for Council Members, Committee Members and Candidates. The nature of the interest is: **Financial**

**Cr Baer's employer is an applicant for a grant.**

Cr Baer will leave the Council Chamber when the Item is discussed and take no part in the consideration of the Item.

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**Cr Lou Lockyer** declared an interest in the below item on the Confidential Agenda of the Special Council Meeting 18 August 2022:

#### **6.1.1 Community Support Grants Program 2022/23**

Pursuant to Clause 22(2) of the Code of Conduct for Council Members, Committee Members and Candidates. The nature of the interest is: **Financial**

**Cr Lockyer is an executive committee member for one of the grant applicants.**

Cr Lockyer will leave the Council Chamber when the Item is discussed and take no part in the consideration of the Item.

## **5 RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE**

### **Cr Lou Lockyer**

***Cr Lockyer asked why all regional sport (funded by the WA Government's Sports programs) is held in Karratha?***

The Director Community Services provided the following response:

The Shire will continue in its advocacy for the State Government to provide more support to the communities of the East Pilbara, which includes providing funding for regional sporting events in Newman and other non-coastal centres.

### **Cr Wendy McWhirter-Brooks**

***Cr McWhirter-Brooks asked if mandatory training modules can be recognised higher learning for the purposes of the Diploma of Local Government?***

The Director Corporate Services provided the following response:

Units of mandatory training completed by Councillors recognised prior learning for the purposes of the Diploma of Local Government. The units of study available for the Diploma (sourced from the WALGA website) are as follows:

#### **Core Units**

BSBPEF502	Develop and use emotional intelligence
LGACOR010	Oversee asset management strategy
LGACOR011	Analyse financial reports and budgets
LGAMEM001	Meet elected member responsibilities
LGAMEM002	Perform elected member functions
LGAMEM003	Contribute to high level strategic decision making

**Elective Units**

LGAPLA003	Assess development applications and implement planning scheme
PSPGEN032	Deal with conflict
PSPGEN075	Build and maintain community relationships
PSPPCY001	Contribute to policy development

**Cr Peta Baer**

***Cr Baer asked for details on the following transactions:***

***EFT 64130 – are the repairs for the Saints Football and Sporting Club the Shire's liability?***

The Director Aviation and Regulatory Services provided the following response:

The lease agreed to and signed by Council in 2001 provides that the Shire will bear all liability for building repairs.

***EFT 64160 – was this for more than one laptop?***

The Director Corporate Services provided the following response:

The payment to JH Computer Services of \$7,546.00 was for the purchase of one laptop, five webcams, six monitors, and included delivery to Newman.

***EFT 64267 – were multiple solar systems installed for this cost?***

The Director Corporate Services provided the following response:

The payment to Customer First Contracting of \$38,796.33 was for the following installations:

- Works at Shire Properties (Housing)
- Works at Newman Airport
- Works at Newman House
- Works at East Pilbara Art Centre
- Works at Newman Yurlu Caravan Park
- Works at Newman Town Square

***Cr Baer asked if qualified arborists are involved in the planning for tree planting?***

The Director Corporate Services provided the following response:

The Shire does not ordinarily use the services of arborists in the planning of tree planting. In the event that advice was required to assess whether a tree was likely to die, an arborist may be consulted. Shire staff have many years' experience in tree selection and planning, and consider any longer term impacts on the Shire's community infrastructure in tree selection.

**6 PUBLIC QUESTION TIME**

No Public Gallery present for this meeting.

**7 PETITIONS/DEPUTATIONS/PRESENTATIONS**

Nil received.

**8 APPLICATIONS FOR LEAVE OF ABSENCE**

Nil received.

**9 CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING**

**9.1 CONFIRMATION OF MINUTES**

[Ordinary\Word Version\Minutes July 22 2022 Council](#)

[Special-Council-Meeting/18-August-2022](#)

**COUNCIL RESOLUTION / OFFICER'S RECOMMENDATION**  
(Resolution No: 2022/ 92)

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Lockyer

**That the Minutes of the Ordinary Meeting of Council held on 22 July 2022 and the Special Meeting of Council held on 18 August 2022 as published on the Shire's website, be confirmed as a true and correct record of proceedings.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE: 8/0**

**For:** Shire President, Deputy Shire President, Crs Anick, Baer, Coppin, Landy, Lockyer, Kular,

**Against:** Nil

Cr Coppin left the Chamber at 10.44am and returned to Chamber at 10.45am

## **10 MEMBERS REPORTS**

### Cr Lou Lockyer

- Newman Futures Meeting x 2
- Councillor Workshop
- Audit Risk Committee Meeting
- Martu Youth Hostel Opening
- National ATSI Children's Day
- Newman Netball Finals (First finals on resurfaced courts - Shire were Acknowledged)
- Education Forum @ NSHS with Kevin Michel and Hon Sue Ellery

### Cr Wendy McWhirter-Brooks

- Town Teams Conference – Port Hedland
- WALGA Country Zone Meeting

### Cr Anthony Middleton

- Trip with CEO and Deputy CEO, with Jamukurnu-Yapalikurnu Aboriginal Corporation (JYAC) which included visits to remote communities within the Shire.

## **10.1 ITEMS FOR RECOMMENDATION**

Nil

## **10.2 ITEMS FOR INFORMATION**

### Cr Matthew Anick

- Raised the issue of lighting at railway crossings and suggested that the Shire take initiative to ensure crossings are well light.

The CEO advised that when new rail crossings are installed within the District, for which the Shire had any approvals power over, then the Shire requires that they are equipped with continuous and well lit lighting mechanisms.

### Cr Wendy McWhirter-Brooks

- Alzheimer's Australia – From a recent Marble Bar meeting, advised that this group is keen to engage with all Pilbara regional groups to ensure that their services are available and accessible to remote communities within the region.

## 11 OFFICER'S REPORTS

### 11.1 CHIEF EXECUTIVE OFFICER

#### 11.1.1 STATUS OF COUNCIL DECISIONS

**Attachments:** [Appendix 1 Register of Status of Council Decisions July 2022](#)

**Responsible Officer:** Steven Harding  
Chief Executive Officer

**Author:** Tehsin Ali  
Governance Administration Officer

**Proposed Meeting Date:** 26 August 2022

**Location/Address:** N/A

**Name of Applicant:** N/A

**Author Disclosure of Interest:** Nil

#### **COUNCIL RESOLUTION / OFFICER'S RECOMMENDATION**

(Resolution No: 2022/ 93)

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Baer

**That Council notes the report.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE: 8/0**

**For:** Shire President, Deputy Shire President, Crs Anick, Baer, Coppin, Landy, Lockyer, Kular,

**Against:** Nil

## REPORT PURPOSE

To provide Council with advice of the status of outstanding Council decisions from previous meetings.

## BACKGROUND

Council has previously requested it be informed of the progress of the implementation of its previous decisions.

## **COMMENTS/OPTIONS/DISCUSSIONS**

A list of the status of Council's decisions from the previous meeting is attached as **Appendix 1** to this report.

## **STATUTORY IMPLICATIONS/REQUIREMENTS**

Recommendation is consistent with section 2.7 of the *Local Government Act 1995*.

## **POLICY IMPLICATIONS**

Consistent with past policy and practices of the Council.

## **STRATEGIC COMMUNITY PLAN**

### **5: Governance**

Demonstrated accountability and corporate governance.

G1 Provide efficient, accountable and ethical governance.

G1.1 Enhance governance capability to deliver sustainable outcomes, roads and buildings

## **RISK MANAGEMENT CONSIDERATIONS**

Compliance – Minor

## **FINANCIAL IMPLICATIONS**

No additional resources required.

## **VOTING REQUIREMENTS**

Simple Majority.



# APPENDIX 1

Item No	Responsible Officer	Report Title	Accepted Recommendation	Council Resolution No.	Comments / Action Taken	Completion Date	Actioning Officer
<b>ORDINARY COUNCIL MEETING JULY 2022</b>							
9.1	N/A	Confirmation of Minutes	That the Minutes of the Ordinary Meeting of Council held on <u>24 June 2022</u> as published on the Shire's website be confirmed as a true and correct record of proceedings.	2022 / 73	Approved at Ordinary Council Meeting 22/07/2022 - No further action required	22/07/2022	Joshua Brown Manager Governance, Risk and Procurement
11.1.1	Executive Officer	AFFIXING COMMON SEAL UNDER DELEGATED AUTHORITY	That Council notes the report.	2022 / 74	Approved at Ordinary Council Meeting 22/07/2022 - No further action required	22/07/2022	Tehsin Ali Governance Administration Officer
11.1.2	Chief Executive Officer	STATUS OF COUNCIL DECISIONS	That Council notes the report.	2022 / 75	Approved at Ordinary Council Meeting 22/07/2022 - No further action required	22/07/2022	Tehsin Ali Governance Administration Officer
11.1.3	Chief Executive Officer	ANNUAL REPORT OF COUNCIL MEMBER TRAINING	That Council notes the report of Council Member training and authorises the Chief Executive Officer to publish the report on the Shire website by 31 July 2022 in accordance with section 5.127 of the Local Government Act 1995.	2022 / 76	Report Posted on Website	25/07/2022	Joshua Brown Manager Governance, Risk and Procurement
11.2.1	Director Corporate Services	CREDITORS FOR PAYMENT	That Council endorses the below payments for the period of 26 May 2022 to 30 June 2022:  EFT Payments \$9,175,552.05 MasterCard \$946,192.45 Cheque Payments \$1,836.94 Direct Payments \$115,455.36	2022 / 77	Noted	25/07/2022	Courtney Blockey Senior Finance Officer
11.2.2	Director Corporate Services	MONTHLY FINANCIAL STATEMENTS, INVESTMENTS, INSURANCE AND BUDGET AMENDMENTS REPORT FOR PERIOD ENDING MAY & JUNE 2022	That Council:  1. Adopts the monthly financial statements for the period 1 July 2021 to 31 May and 30 June 2022 of the 2021/2022 financial year included as Appendices 1 and 2 to the report; and  2. Pursuant to section 6.8 of the Local Government Act 1995 approves an amendment to the Shire's 2021-2022 Annual Budget as per the following table:  Account Description Current Budget Amendment Revised Budget 119743 Capricorn Oval – Retic Upgrade \$250,000 \$(250,000) \$0 139203 Cape K – Caretakers Residence Potable Water \$300,000 \$(200,000) \$100,000 119082 Newman Aquatic Centre Cap Ex \$258,700.86 \$46,500.00 \$305,200.86 Net \$0	2022 / 78	Budget Amendments made	25/07/2022	Francis Mammone, Assistant Manager Corporate Services
11.2.3	Director Corporate Services	POLICY REVIEW - PROCUREMENT AND TENDER PROCEDURES POLICY AND NEW PREQUALIFIED SUPPLIER PANEL POLICY	That Council accepts the review of and adopts the:  1. Amended Procurement and Tender Procedures Policy (attached as Appendix 1) setting the Chief Executive Officer's authority to award Tenders to a maximum value of \$499,999 (ex GST); and 2. New Prequalified Supplier Panel Policy (attached as Appendix 2).	2022 / 79	Policy Manual Updated	25/07/2022	Joshua Brown Manager Governance, Risk and Procurement
11.2.4	Chief Executive Officer	DELEGATIONS AND AUTHORISATIONS REGISTER ANNUAL REVIEW	That Council adopts the reviewed Shire of East Pilbara Register of Delegations and Authorisations as appendix 1 to the report, amending the value in Delegations 1.2.18 (1) & (9) to \$499,999 (ex GST).	2022 / 80	Register Posted on Website	25/07/2022	Joshua Brown Manager Governance, Risk and Procurement
14	N/A	LATE ITEMS	That Council accepts the following late items as new business for consideration:  1. 15.1.2 Economic Development Opportunity; and 2. 15.3.1 Annual Sponsorship	2022 / 81	Noted	22/07/2022	Joshua Brown Manager Governance, Risk and Procurement
15.1.1	Chief Executive Officer	SENIOR STAFF APPOINTMENTS	That Council accepts the Chief Executive Officer's proposal to employ the senior employees as detailed in the confidential report in accordance with section 5.37(2) of the Local Government Act 1995.	2022 / 82	Noted	25/07/2022	Joshua Brown Manager Governance, Risk and Procurement

15.1.2	Chief Executive Officer	ECONOMIC DEVELOPMENT OPPORTUNITY	That Council: 1. Endorses the Shire of East Pilbara's continued membership of the North West Defence Alliance; 2. Supports the North West Defence Alliance establishment as an incorporated association under the Associations Incorporation Act 2015; 3. Supports an amendment to the Terms of Reference of the North West Defence Alliance to provide that member Local Government representatives will comprise the Mayor/President or an elected Councillor, and the Chief Executive Officer or their representative, of each member Local Government. 4. Endorses a contribution of \$5,000 towards the North West Defence Alliance advocacy program.	2022 / 83	Advice provided to chair of Alliances	4/08/2022	Joshua Brown Manager Governance, Risk and Procurement
15.2.1	Acting Director Aviation & Regulatory Services	AWARD OF TENDER - RFT 11-2021/22 PASSENGER SCREENING AND OTHER SECURITY SERVICES	That Council: 1. Awards Tender RFT 11-2021/22 for Passenger Screening and Other Airport Services (Newman Airport) to MSS Security Pty Ltd for an initial Contract period of three years commencing on 1 September 2022 and expiring on 31 August, 2025 for the tendered price of \$1,646,302.59 gst ex each year for three years, subject to a price increase (to a maximum capped limit of 5% for each year) on the anniversary of the contract. 2. Authorises the Chief Executive Officer to extend the Contract with the same conditions for a further period of one (1) year on expiry of the initial Contract period on 31 August 2025. 3. Authorises the Chief Executive Officer to extend the Contract with the same conditions for a further and final period of one (1) year on expiry of the first further period on 31 August 2026. 4. Authorises the Chief Executive Officer to approve any minor variations to the Contract over the Contract term; and 5. Authorises the Chief Executive Officer to affix the Common Seal of the Shire of East Pilbara to the Contract between MSS Security and the Shire of East Pilbara with respect to this Tender.	2022 / 84	Contract negotiations complete and agreement with supplier for signing		Vic Etherington, Director Aviation & Regulatory Services
15.2.2	Acting Director Aviation & Regulatory Services	PROPOSED LEASE OVER LAND	That Council: 1. Authorises the Chief Executive Officer to give public notice in accordance with section 3.58(3) of the Local Government Act 1995, of its intention to enter a lease agreement for a period of 2 years with yearly options for three (3) further years with La Plancha Pty Ltd over Reserve 38771 10 Lee Lane, Newman; 2. Subject to no objections being received by the statutory closing date, authorises the Chief Executive Officer to negotiate and enter a lease agreement for a period of two (2) years with yearly options for three (3) further years with La Plancha Pty Ltd over Reserve 38771 10 Lee Lane, Newman, subject to the necessary Ministerial land tenure approvals being in place; 3. Provides its in-principle support of a restricted tavern licence under the Liquor Control Act 1988 subject to no overnight onsite storage of alcohol.	2022 / 85	Proposal placed on Public notice until 19/8/2022	4/08/2022	Vic Etherington, Director Aviation & Regulatory Services
15.2.3	Acting Director Aviation & Regulatory Services	APPROVAL TO AUTHORISE VARIATIONS TO SUPPLY AND INSTALL NEW BAGGAGE MAKEUP CAROUSEL AT THE NEWMAN AIRPORT	That Council: 1. Accepts the variation to the original contract price of \$550,000 by an additional \$267,000 ex GST to change the design to incorporate an overhead baggage belt and provide complete access to the baggage carousel. 2. Authorises the Chief Executive Officer to execute the Contract between Glidepath Australia Pty Ltd and the Shire of East Pilbara.	2022 / 86	Contract negotiations complete and agreement with supplier for signing	11/08/2022	Vic Etherington, Director Aviation & Regulatory Services
15.2.4	Acting Director Aviation & Regulatory Services	APPLICATION FOR REDUCTION IN DEVELOPMENT APPLICATION FEES	That Council: 1. Approves a reduction of the development application fees to \$3,450 for the proposed Aboriginal Male's Healing Centre when an application is formally lodged with the Shire. 2. Authorises the Chief Executive Officer to notify the Aboriginal Male's Healing Centre that the reduction of fees to \$3,450 is not an indication that their application will be supported when presented to Council.	2022 / 87	Contacted and advised	25/07/2022	Vic Etherington, Director Aviation & Regulatory Services
15.2.5	Acting Director Aviation & Regulatory Services	PROPOSED MEMORANDUM OF UNDERSTANDING – NEWMAN VISITOR CENTRE INCORPORATED	That Council: 1. Endorses the proposed Memorandum of Understanding between the Shire of East Pilbara and Newman Visitor Centre Incorporated attached as Appendix 1 to the report; and 2. Authorises the Chief Executive Officer to sign the Memorandum of Understanding between the Shire of East Pilbara and Newman Visitor Centre Incorporated attached as Appendix 1 to the report and to affix the Common Seal of the Shire of East Pilbara.	2022 / 88	Completed and Signed	11/08/2022	Vic Etherington, Director Aviation & Regulatory Services
15.3.1	Director Community Services	ANNUAL SPONSORSHIP	That Council approves the following Sponsorship, totaling \$23,000 (excluding GST), subject to Council's adoption of the 2022/23 Annual Budget: Applicant Organisation Event Amount Newman Chamber of Commerce and Industry (NCCI) Business Excellence Awards \$ 5,000 RSL Newman ANZAC Day and Gunfire Breakfast \$ 3,000 East Pilbara Race Club Newman Races \$ 6,000 Newman VET's Football Club Celebrity Match \$ 6,000 Newman Lions Club Fortescue Festival \$ 3,000 TOTAL \$23,000	2022 / 89	Applicants advised of outcome	25/07/2022	Emma Landers, Deputy CEO and Director Organisation Development

**11.2 DIRECTOR CORPORATE SERVICES**

**11.2.1 LONG TERM FINANCIAL PLAN 2023-2032**

**Attachments:** [Appendix 1 Draft LTFP 2023 2032](#)  
**Responsible Officer:** Steve Harding  
Chief Executive Officer  
**Author:** Steve Leeson  
Director Corporate Services  
**Proposed Meeting Date:** 26 August 2022  
**Location/Address:** N/A  
**Name of Applicant:** N/A  
**Author Disclosure of Interest:** Nil

**COUNCIL RESOLUTION / OFFICER'S RECOMMENDATION**

(Resolution No: 2022/ 94)

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Kular

**That Council:**

- 1. Adopts the revised Shire of East Pilbara Long Term Financial Plan 2023-2032 included as Appendix 1; and**
- 2. Acknowledges the Plan's annual revisions, including asset management in 2023.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE: 8/0**

**For:** Shire President, Deputy Shire President, Crs Anick, Baer, Coppin, Landy, Lockyer, Kular,

**Against:** Nil

**REPORT PURPOSE**

To update the Shire of East Pilbara's ("the Shire") Long Term Financial Plan as an informing strategy within the Shire's plan for the future.

**BACKGROUND**

Long Term Financial Planning is a requirement within the legislated Integrated Planning and Reporting (IPR) framework and guidelines that form the Shire's 'Plan for the Future'.

The Long Term Financial Plan (LTFP) is a 10 year rolling plan that informs the Corporate Business Plan (CBP) in the activation of Strategic Community Plan priorities. The LTFP includes forecast budgets and the first four years accompany the CBP. From these planning processes, annual budgets, which are aligned with strategic objectives, can be developed.

Prior to commencing the development of a new LTFP, as part of drafting the Shire's 2021-2022 annual budget, a review of past financial performance was undertaken, acknowledging the effect of the State and in turn Shire's response to the COVID-19 pandemic as a recent diversion from the norm. As a result, the Shire implemented a new Rating Strategy and other initiatives in 2021-2022, as part of a three year plan to achieve an operating surplus (being a surplus of operating income over operating expenditure). The revised LTFP 2023-2032 base continues these efforts.

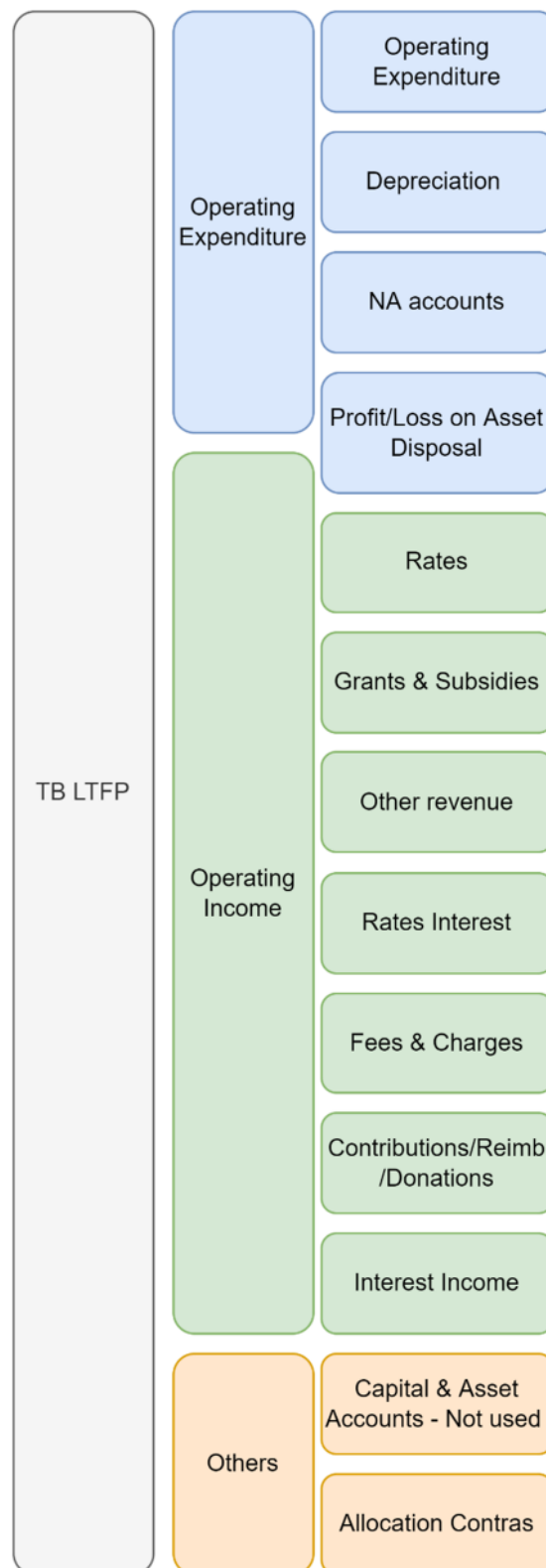
### **COMMENTS/OPTIONS/DISCUSSIONS**

The current Long Term Financial Plan ranges 2013-14–2023-24.

The Western Australian Treasury Corporation were engaged to establish a new forecasting model for the Shire. The functionality developed over 12 iterations, enables a range of assumptions to establish a 10 year financial plan. The statements produced are compliant with the Department of Local Government guidelines and may be combined or distinguished separately by Shire fund, being:

- Municipal Fund
- Air Services
- Martumili Artists
- Waste Services

The simple structure is based upon the Shire's existing general ledger structure groupings:



The first year of a new 10 year plan

Ideally, the LTFP would guide the development of / become next year's annual budget. Being this is an entirely new plan and the timing of its development comes after setting a new direction for the Shire's financial strategy and subsequent to initial draft budget discussions, the first year of the plan simply reflects as close as possible, the 2022-2023 annual budget.

The best practice approach is to update the LTFP each third quarter of the financial year, to then inform the drafting of the subsequent financial year's annual budget.

Further development

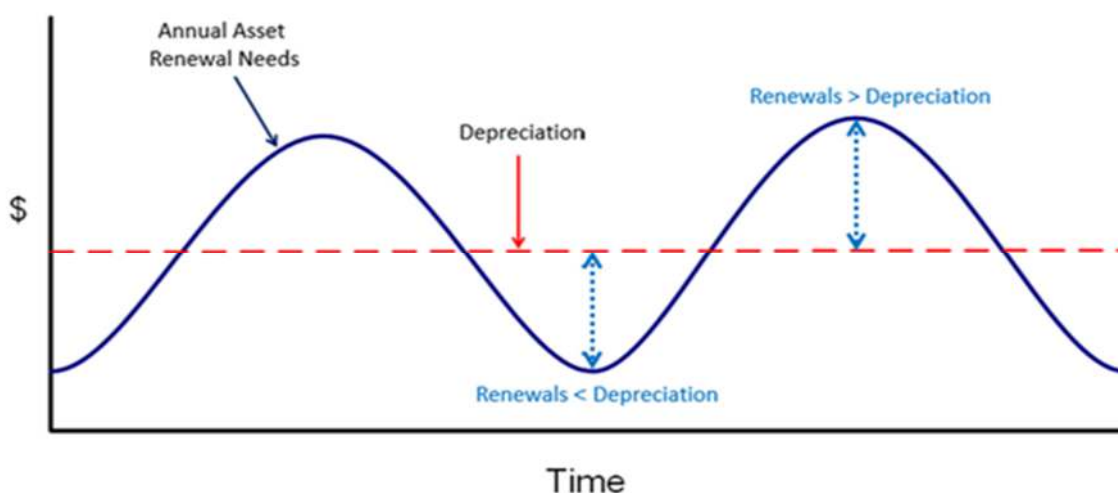
Asset Management

The Shire has been without an Asset Management system. Establishing this is now progressing as a high priority. According to its current project plan, post the initial collection of asset data and condition details, asset management can then be developed. These are due by March 2023.

The Asset management plans will in turn inform the LTFP's next annual revision, ahead of drafting the 2023-2024 annual budget.

Asset renewal and maintenance is primarily funded by depreciating an asset, setting aside cash for this expense and annually using funds generated through municipal funding for asset preservation. Achieving a balanced operating budget is required to achieve this. A surplus to go towards the creation of new assets and repayment of debt.

Where the depreciation exceeds the need in any particular year (eg assets have different useful lives and do not all wear out at the same rate), the balance of the depreciation expense should be matched with a cash transfer into a reserve fund; thus achieving true cash-backing of depreciation.



This is the medium term goal for the LTFP and 2024-2025 annual budget.

LTFP Assumptions and Approach

Operating Revenues and Expenditures

<b>Item</b>	<b>Assumption</b>	<b>Basis</b>
Rating	5% p.a.	Inflationary forecast. Rating review project continuing.
Fees and Charges	5% p.a.	Inflationary forecast. Service delivery (most) to achieve at cost recovery. +\$4.00M p.a. Liquid Waste at full operations +\$130K domestic waste collection year 1 +\$100K Tip site fees year 1 +\$1.1M airport landing fees year 1 +\$270K carpark fees year 1 +\$124K property surveillance and security charge year 1
Operating Grants	2.25% p.a.	Inflationary forecast - WALGCC
Interest	1.00% p.a. growth on investment portfolio return	Assumed 1% annual increase up to 5.5% p.a.
Other Revenue	1.00% p.a.	Inflationary forecast. +\$350K salvage fees year 1
Employee Costs	3.00% p.a.	Continued expectations for labour market. +\$2.65M post restructure year 1 +\$0.51M salaries and wages review year 2
Materials and contracts	3.00% p.a.	Inflationary forecast +\$2.00M post restructure year 1
Insurances	5.00%	Continued expectations for policy renewals and claims history
Utilities	5.00%	Forecasting higher fuel and electricity pricing
Depreciation	Same + New Asset %	Circa \$15.5M to be applied through reserves, towards asset management renewal planning

Capital Works

Asset Renewals: Until the Shire has completed the establishment of its Asset Management Plans (AMPs), Shire asset renewals are projected at their existing levels.

New Assets: Only projects with funding, a high degree of certainty and planning underway, have been included within the LTFP. This limits projects to just the Aviation and Waste services for 2022-23 and 2023-24 financial years.

Annual Budget 2022/2023

The timing of the drafting the Shire's 2022-2023 annual budget whilst developing the LTFP 2023-2032, has created some differences in the first year of the new plan. Whilst not significant within the scale of an estimated \$118.30M budget (exclusive of depreciation), the forecasting methodology is aligned.

### Conclusion

Ceasing operating deficits, and establishing and growing operating surplus is critical to restoring a sustainable financial position for the Shire. This has already been largely addressed.

Other forms of revenue will need to grow and be developed, to diversify income streams, whilst continuing with the Shire's rating review.

Establishing and incorporating asset management planning will add significant robustness to future financial planning. Whilst the Shire's current annual depreciation charge is circa \$15.50M, excluding one-off and new capital works, \$10.50M is spent annually on renewal. These amounts need to align over the short to medium term.

Reserve balances are low for their considered purpose. The use of debt funding towards future projects will need to balance repayment terms so to ensure the continued growth in accumulated savings over the next ten years. The preservation and maintenance of assets should ideally be without recourse to debt funding.

The Shire's Long Term Financial Plan 2023–2032 is included as **Appendix 1**.

### **STATUTORY IMPLICATIONS/REQUIREMENTS**

Local Government Act 1995 s1.3 (3) In carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through the integration of environmental protection, social advancement and economic prosperity.

Local Government Act 1995 s2.7 (2) The Role of Council

- a) Overseas the allocation of the local government's finances; and
- b) Determines the local government's policies

Local Government Act 1995 s5.56 require local governments to plan for the future.

Local Government Act 1995 s6.2 (2) In the preparation of the annual budget the local government is to have regard to the contents of the plan for the future of the district

Local Government (Administration) Regulations 1996 19DA (3C) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

Department of Local Government and Communities Integrated Planning and Reporting Advisory Standard September 2016.

### **POLICY IMPLICATIONS**

- 3.2 Asset Management
- 3.5 Budget Management – Capital Acquisitions

Rating Strategy 2021 - 2026

### **STRATEGIC COMMUNITY PLAN**

- 5 Governance - Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources
- 5.3 *Leading Council for efficient and sustainable operations*



**RISK MANAGEMENT CONSIDERATIONS**

Compliance – Minor

Reputational – Minor

Financial – Major

Service Interruption - Moderate

**FINANCIAL IMPLICATIONS**

Resource requirements require consideration as part of the annual budget adoption process.

**VOTING REQUIREMENTS**

Simple Majority.

# APPENDIX 1

WESTERN AUSTRALIAN  
TREASURY CORPORATION

## Shire of East Pilbara Long Term Financial Plan Model (DRAFT)

Model version

v0.13

**DRAFT**

Updated

Wednesday, 17 August 2022

Contact

**WATC Advisory Services**

[advisoryservices@watc.wa.gov.au](mailto:advisoryservices@watc.wa.gov.au)



# Important Information

## **Disclaimer**

Any opinions, judgements, conclusions, forecasts, predictions or estimations contained in this financial model are made in reliance on information provided to the Western Australian Treasury Corporation which the Western Australian Treasury Corporation believes to be reliable. The Western Australian Treasury Corporation, however, cannot guarantee the accuracy of that information. Thus, any recommendations are made in good faith but they must be carefully considered because they are provided only to assist you with any decisions which you make.

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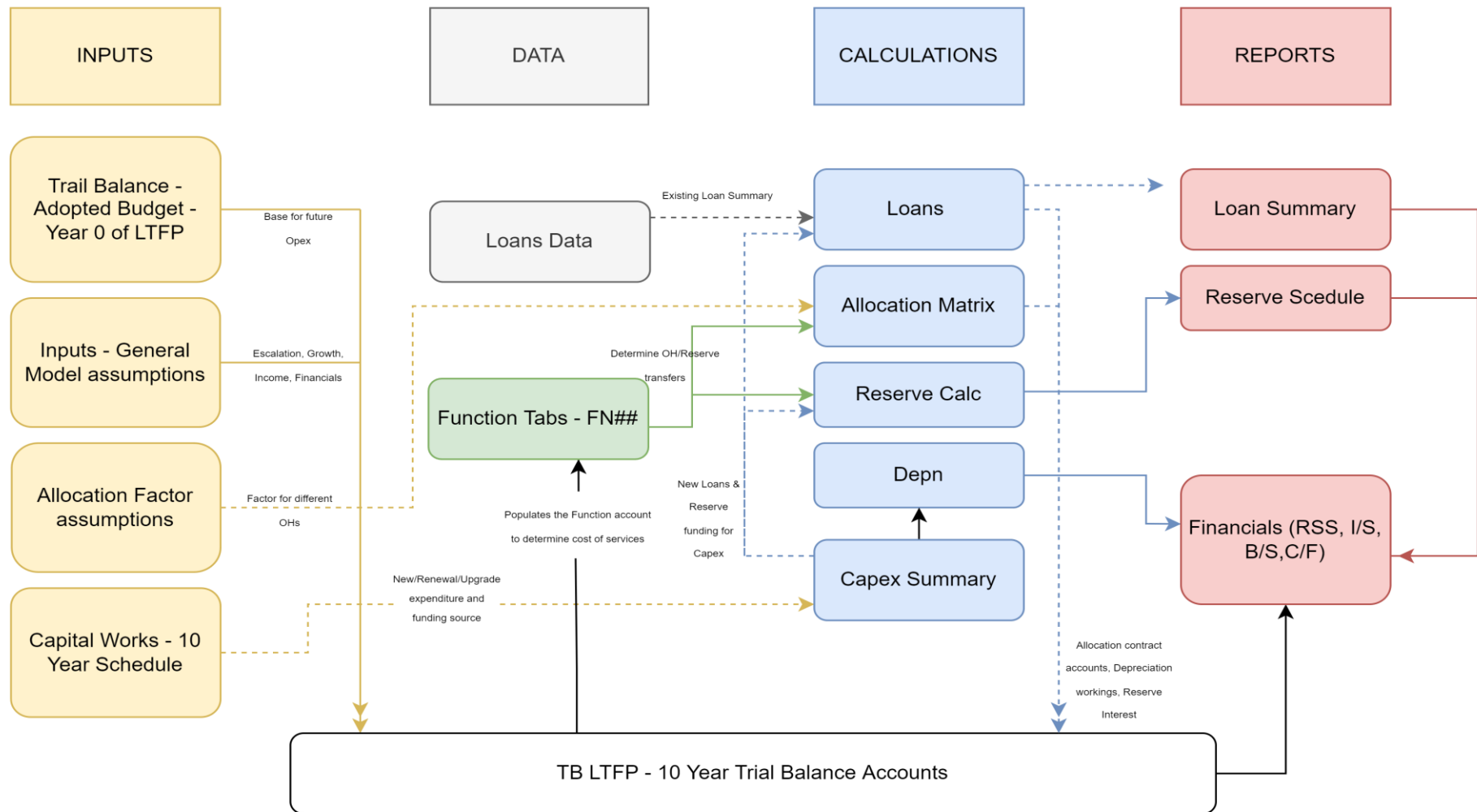
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## **Historical data**

Data have been gathered from direct sources where ever possible; where this is not the case, data have been used from third parties in good faith. WATC believes, on reasonable grounds, that the data provided to it, be reliable, complete and not misleading. WATC does not imply, nor should it be construed, that it has carried out any form of audit or verification on the information and records supplied to us.

## Model Map



## Forecast Statement of Comprehensive Income - by Nature or Type

**Revenues**

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates	21,015,600	28,202,472	29,613,392	31,094,062	32,648,765	34,281,203	34,966,827	35,666,164	36,379,487	37,107,077	37,849,218
Operating grants, subsidies and contributions	4,993,200	5,255,319	5,392,582	5,563,503	5,741,921	5,985,433	6,184,395	6,392,566	6,610,504	6,838,801	7,078,092
Fees and charges	21,840,000	23,981,461	28,622,690	30,053,825	31,556,516	33,134,342	34,791,059	36,530,612	38,357,142	40,274,999	42,288,749
Interest earnings	406,800	1,065,450	1,308,988	2,066,634	3,087,539	4,047,741	4,950,572	5,905,417	6,887,141	7,909,259	9,213,269
Other revenue	1,183,100	1,483,258	1,516,632	1,550,756	1,585,648	1,621,325	1,657,805	1,695,105	1,733,245	1,772,243	1,812,119
	49,438,700	59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448

**Expenses**

Employee costs	(14,067,500)	(16,767,139)	(17,270,153)	(17,788,258)	(18,321,905)	(18,871,563)	(19,437,710)	(20,020,841)	(20,621,466)	(21,240,110)	(21,877,313)
Materials and contracts	(20,502,700)	(23,896,100)	(22,882,582)	(23,729,060)	(24,276,132)	(25,004,416)	(25,754,548)	(26,527,185)	(27,323,000)	(28,142,690)	(28,986,971)
Utility charges	(2,036,200)	(2,675,848)	(2,368,640)	(2,527,072)	(2,611,426)	(2,741,997)	(2,803,692)	(2,866,775)	(2,931,277)	(2,997,231)	(3,064,669)
Depreciation on non-current assets	(16,900,100)	(15,511,700)	(16,341,911)	(16,977,653)	(17,597,956)	(18,238,575)	(18,873,800)	(19,519,477)	(20,180,373)	(21,197,795)	(21,896,138)
Interest expenses	(248,600)	(279,319)	(305,033)	(262,953)	(219,448)	(177,525)	(143,666)	(109,896)	(80,100)	(55,970)	(31,463)
Insurance expenses	(1,174,600)	(1,233,330)	(1,294,997)	(1,359,746)	(1,427,734)	(1,499,120)	(1,574,076)	(1,652,780)	(1,735,419)	(1,822,190)	(1,913,300)
Other expenditure	(734,200)	(1,385,641)	(1,416,818)	(1,448,696)	(1,481,292)	(1,514,621)	(1,548,700)	(1,583,546)	(1,619,175)	(1,655,607)	(1,692,858)
	(55,663,900)	(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
<b>Operating Position Surplus/(Deficit)</b>	<b>(6,225,200)</b>	<b>(1,761,116)</b>	4,574,150	6,235,341	8,684,497	11,022,227	12,414,466	13,909,366	15,476,709	16,790,786	18,778,736

Non-operating grants, subsidies, contributions  
and net asset disposal

	6,135,800	42,098,217	4,233,000	4,233,000	2,920,000	3,520,000	3,320,000	3,520,000	3,320,000	3,320,000	3,320,000
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**NET RESULT**

	(89,400)	40,337,101	8,807,150	10,468,341	11,604,497	14,542,227	15,734,466	17,429,366	18,796,709	20,110,786	22,098,736
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**Other comprehensive income**

Changes due to Asset Revaluation	-	225,236	7,847,048	7,800,729	8,282,408	8,677,583	9,000,357	9,396,566	9,902,951	10,474,214	10,832,700
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**TOTAL COMPREHENSIVE INCOME**

	(89,400)	40,562,337	16,654,198	18,269,071	19,886,904	23,219,810	24,734,823	26,825,932	28,699,660	30,585,000	32,931,436
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Check

-	-	-	-	(0)	-	(0)	-	-	(0)
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## Forecast Statement of Comprehensive Income - by Program



Shire of **EAST**  
**Pilbara**  
AUSTRALIA'S LARGEST SHIRE

**Revenue**

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance	66,400	155,818	204,185	309,420	452,656	600,708	726,147	864,653	984,442	952,880	1,092,414
General purpose funding	23,449,600	30,611,328	32,076,176	33,615,311	35,229,949	36,923,830	37,672,448	38,436,372	39,215,922	40,011,424	40,823,209
Law, order, public safety	496,300	91,808	93,798	96,766	99,843	103,035	106,346	109,781	113,345	117,044	120,884
Health	86,800	93,650	95,568	99,840	104,314	109,001	113,910	119,052	124,439	130,083	135,995
Education and welfare	44,000	10,916	11,155	11,483	11,823	12,174	12,537	12,913	13,302	13,704	14,121
Housing	344,600	380,606	387,503	409,940	433,733	456,664	478,414	501,231	525,169	550,283	576,632
Community amenities	6,166,500	6,685,872	10,949,298	11,570,582	12,304,628	13,103,647	13,936,087	14,834,538	15,806,759	16,869,584	18,003,642
Recreation and culture	3,053,600	2,648,132	2,751,177	2,929,993	3,119,213	3,353,770	3,526,148	3,711,634	3,876,977	4,090,257	4,320,208
Transport	20,872,500	17,465,303	18,002,760	19,337,366	20,845,095	22,320,657	23,822,553	25,372,954	27,005,487	28,789,107	30,697,011
Economic services	797,500	833,728	849,138	891,144	938,257	981,189	1,025,650	1,070,698	1,119,431	1,168,960	1,220,854
Other property and services	827,000	1,010,798	1,033,527	1,056,936	1,080,879	1,105,368	1,130,418	1,156,039	1,182,247	1,209,054	1,236,475
	56,204,800	59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448

**Expenses excluding finance & depreciation costs**

Governance	(7,550,100)	(9,295,902)	(9,579,846)	(9,872,693)	(10,174,732)	(10,486,262)	(10,799,463)	(11,122,195)	(11,454,755)	(11,797,450)	(12,150,596)
General purpose funding	(383,100)	(527,435)	(541,130)	(555,187)	(569,616)	(584,429)	(599,634)	(615,244)	(631,268)	(647,718)	(664,606)
Law, order, public safety	(685,500)	(714,686)	(736,450)	(758,883)	(782,006)	(805,841)	(830,255)	(855,414)	(881,342)	(908,062)	(935,599)
Health	(393,900)	(411,437)	(423,813)	(436,562)	(449,695)	(463,224)	(477,134)	(491,462)	(506,220)	(521,423)	(537,082)
Education and welfare	(1,540,300)	(1,674,700)	(1,724,287)	(1,775,374)	(1,828,009)	(1,882,240)	(1,936,928)	(1,993,226)	(2,051,183)	(2,110,849)	(2,172,274)
Housing	(1,337,600)	(1,454,180)	(1,511,418)	(1,571,054)	(1,633,194)	(1,697,949)	(1,747,642)	(1,798,896)	(1,851,767)	(1,906,307)	(1,962,577)
Community amenities	(4,557,000)	(6,067,246)	(6,254,350)	(6,447,321)	(6,646,349)	(6,851,628)	(7,058,277)	(7,271,218)	(7,490,646)	(7,716,762)	(7,949,771)
Recreation and culture	(6,779,800)	(7,084,703)	(7,321,566)	(7,566,751)	(7,820,570)	(8,083,344)	(8,321,958)	(8,567,787)	(8,821,057)	(9,081,999)	(9,350,855)
Transport	(9,085,600)	(9,710,364)	(10,013,303)	(10,325,911)	(10,648,509)	(10,981,427)	(11,318,106)	(11,665,301)	(12,023,347)	(12,392,593)	(12,773,400)
Economic services	(1,220,400)	(1,329,644)	(1,369,938)	(1,411,499)	(1,454,370)	(1,498,596)	(1,542,256)	(1,587,220)	(1,633,526)	(1,681,216)	(1,730,332)
Other property and services	(5,003,400)	(5,587,761)	(5,757,091)	(5,931,596)	(6,111,437)	(6,296,777)	(6,487,073)	(6,683,164)	(6,885,228)	(7,093,449)	(7,308,018)
	(38,536,700)	(43,858,057)	(45,233,190)	(46,652,832)	(48,118,488)	(49,631,717)	(51,118,726)	(52,651,126)	(54,230,338)	(55,857,828)	(57,535,111)

**New Operating Business Cases (From Capex Summary)**

Governance	(2,100,000)	-	(200,000)	-	-	-	-	-	-	-	-
	(2,100,000)	-	(200,000)	-	-	-	-	-	-	-	-

## Forecast Statement of Comprehensive Income - by Program



Shire of **EAST  
Pilbara**  
AUSTRALIA'S LARGEST SHIRE

### Depreciation costs

Governance  
General purpose funding  
Law, order, public safety  
Health  
Education and welfare  
Housing  
Community amenities  
Recreation and culture  
Transport  
Economic services  
Other property and services

2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
(559,500)	(510,812)	(538,152)	(559,087)	(579,514)	(600,610)	(621,529)	(642,791)	(664,555)	(698,060)	(721,057)
-	-	-	-	-	-	-	-	-	-	-
(197,700)	(180,462)	(190,121)	(197,517)	(204,734)	(212,187)	(219,577)	(227,089)	(234,778)	(246,614)	(254,739)
(15,500)	(14,142)	(14,899)	(15,479)	(16,044)	(16,628)	(17,207)	(17,796)	(18,399)	(19,326)	(19,963)
(421,100)	(384,429)	(405,004)	(420,760)	(436,133)	(452,009)	(467,752)	(483,754)	(500,133)	(525,348)	(542,655)
(582,900)	(532,125)	(560,605)	(582,414)	(603,694)	(625,670)	(647,461)	(669,611)	(692,283)	(727,185)	(751,142)
(694,300)	(633,909)	(667,837)	(693,817)	(719,167)	(745,347)	(771,306)	(797,693)	(824,701)	(866,280)	(894,819)
(2,301,000)	(2,100,714)	(2,213,147)	(2,299,245)	(2,383,251)	(2,470,008)	(2,556,035)	(2,643,478)	(2,732,982)	(2,870,769)	(2,965,344)
(10,888,800)	(9,940,770)	(10,472,816)	(10,880,235)	(11,277,760)	(11,688,304)	(12,095,392)	(12,509,178)	(12,932,718)	(13,584,739)	(14,032,277)
(708,800)	(647,055)	(681,687)	(708,206)	(734,081)	(760,804)	(787,302)	(814,236)	(841,804)	(884,245)	(913,376)
(530,500)	(567,281)	(597,643)	(620,893)	(643,578)	(667,006)	(690,237)	(713,851)	(738,020)	(775,229)	(800,768)
(16,900,100)	(15,511,700)	(16,341,911)	(16,977,653)	(17,597,956)	(18,238,575)	(18,873,800)	(19,519,477)	(20,180,373)	(21,197,795)	(21,896,138)

### Finance costs

Housing  
Community amenities  
Transport

(62,600)	(40,349)	(30,510)	(20,022)	(8,842)	-	-	-	-	-	-
(144,100)	(163,970)	(206,530)	(182,051)	(156,945)	(131,192)	(104,771)	(78,550)	(56,416)	(40,063)	(23,451)
(41,900)	(75,000)	(67,992)	(60,880)	(53,660)	(46,333)	(38,895)	(31,346)	(23,684)	(15,906)	(8,012)
(248,600)	(279,319)	(305,033)	(262,953)	(219,448)	(177,525)	(143,666)	(109,896)	(80,100)	(55,970)	(31,463)

### Non operating grants, subsidies and contributions

Governance  
Law, order, public safety  
Housing  
Community amenities  
Recreation and culture  
Transport  
Other property and services

100	-	-	-	-	-	-	-	-	-	-
444,500	-	-	-	-	-	-	-	-	-	-
40,500	10,524,554	1,058,250	1,058,250	730,000	880,000	830,000	880,000	830,000	830,000	830,000
143,500	10,524,554	1,058,250	1,058,250	730,000	880,000	830,000	880,000	830,000	830,000	830,000
743,500	10,524,554	1,058,250	1,058,250	730,000	880,000	830,000	880,000	830,000	830,000	830,000
280,000	10,524,554	1,058,250	1,058,250	730,000	880,000	830,000	880,000	830,000	830,000	830,000
205,200	-	-	-	-	-	-	-	-	-	-
1,857,300	42,098,217	4,233,000	4,233,000	2,920,000	3,520,000	3,320,000	3,520,000	3,320,000	3,320,000	3,320,000

### NET RESULT

2,343,700	40,337,101	8,807,150	10,468,341	11,604,497	14,542,227	15,734,466	17,429,366	18,796,709	20,110,786	22,098,736
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### Other comprehensive income

Changes due to Asset Revaluation

225,236	7,847,048	7,800,729	8,282,408	8,677,583	9,000,357	9,396,566	9,902,951	10,474,214	10,832,700
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### TOTAL COMPREHENSIVE INCOME

2,343,700	40,562,337	16,654,198	18,269,071	19,886,904	23,219,810	24,734,823	26,825,932	28,699,660	30,585,000	32,931,436
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## Rate Setting Statement

**FUNDING FROM OPERATIONAL ACTIVITIES****Revenues**

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates	21,015,600	28,202,472	29,613,392	31,094,062	32,648,765	34,281,203	34,966,827	35,666,164	36,379,487	37,107,077	37,849,218
Operating grants, subsidies and contributions	4,993,200	5,255,319	5,392,582	5,563,503	5,741,921	5,985,433	6,184,395	6,392,566	6,610,504	6,838,801	7,078,092
Fees and charges	21,840,000	23,981,461	28,622,690	30,053,825	31,556,516	33,134,342	34,791,059	36,530,612	38,357,142	40,274,999	42,288,749
Interest earnings	406,800	1,065,450	1,308,988	2,066,634	3,087,539	4,047,741	4,950,572	5,905,417	6,887,141	7,909,259	9,213,269
Other revenue	1,335,900	1,483,258	1,516,632	1,550,756	1,585,648	1,621,325	1,657,805	1,695,105	1,733,245	1,772,243	1,812,119
	49,591,500	59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448

**Expenses**

Employee costs	(14,067,500)	(16,767,139)	(17,270,153)	(17,788,258)	(18,321,905)	(18,871,563)	(19,437,710)	(20,020,841)	(20,621,466)	(21,240,110)	(21,877,313)
Materials and contracts	(20,502,700)	(23,896,100)	(22,882,582)	(23,729,060)	(24,276,132)	(25,004,416)	(25,754,548)	(26,527,185)	(27,323,000)	(28,142,690)	(28,986,971)
Utility charges (electricity, gas, water etc.)	(2,036,200)	(2,675,848)	(2,368,640)	(2,527,072)	(2,611,426)	(2,741,997)	(2,803,692)	(2,866,775)	(2,931,277)	(2,997,231)	(3,064,669)
Depreciation on non-current assets	(16,900,100)	(15,511,700)	(16,341,911)	(16,977,653)	(17,597,956)	(18,238,575)	(18,873,800)	(19,519,477)	(20,180,373)	(21,197,795)	(21,896,138)
Interest expense	(248,600)	(279,319)	(305,033)	(262,953)	(219,448)	(177,525)	(143,666)	(109,896)	(80,100)	(55,970)	(31,463)
Insurance expense	(1,174,600)	(1,233,330)	(1,294,997)	(1,359,746)	(1,427,734)	(1,499,120)	(1,574,076)	(1,652,780)	(1,735,419)	(1,822,190)	(1,913,300)
Other expenditure	(920,000)	(1,385,641)	(1,416,818)	(1,448,696)	(1,481,292)	(1,514,621)	(1,548,700)	(1,583,546)	(1,619,175)	(1,655,607)	(1,692,858)
	(55,849,700)	(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
	(6,258,200)	(1,761,116)	4,574,150	6,235,341	8,684,497	11,022,227	12,414,466	13,909,366	15,476,709	16,790,786	18,778,736

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**Funding position adjustments**

Depreciation on non-current assets	16,900,100	15,511,700	16,341,911	16,977,653	17,597,956	18,238,575	18,873,800	19,519,477	20,180,373	21,197,795	21,896,138
Net profit and losses on disposal	33,000	-	-	-	-	-	-	-	-	-	-

**Net funding from operational activities**

	10,674,900	13,750,584	20,916,061	23,212,994	26,282,453	29,260,802	31,288,265	33,428,842	35,657,082	37,988,581	40,674,874
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**FUNDING FROM CAPITAL ACTIVITIES****Inflows**

Proceeds on disposal	383,000	-	-	-	-	-	-	-	-	-	-
Non-operating grants, subsidies and contributions	6,168,800	42,098,217	4,233,000	4,233,000	2,920,000	3,520,000	3,320,000	3,520,000	3,320,000	3,320,000	3,320,000

**Outflows**

Purchase of land held for resale	-	-	-	-	-	-	-	-	-	-	-
Purchase of property plant and equipment	(4,300,000)	(8,485,688)	(4,731,000)	(4,796,000)	(5,704,000)	(4,102,000)	(4,759,000)	(4,229,000)	(13,177,000)	(3,325,000)	(3,325,000)
Purchase of infrastructure	(34,115,500)	(51,990,000)	(7,105,000)	(8,740,000)	(6,990,000)	(7,600,000)	(6,820,000)	(6,930,000)	(6,775,000)	(6,775,000)	(6,775,000)

**Net funding from capital activities**

	(31,863,700)	(18,377,471)	(7,603,000)	(9,303,000)	(9,774,000)	(8,182,000)	(8,259,000)	(7,639,000)	(16,632,000)	(6,780,000)	(6,780,000)
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**FUNDING FROM FINANCING ACTIVITIES****Inflows**

Transfer from reserves	11,999,700	3,567,178	1,743,887	1,576,226	2,174,797	2,264,988	1,325,000	2,347,000	3,530,000	530,000	3,530,000
New borrowings	11,500,000	3,500,000	-	-	-	-	-	-	-	-	-

**Outflows**

Transfer to reserves	(1,706,800)	(2,377,105)	(9,776,809)	(11,661,155)	(14,019,303)	(18,680,095)	(18,685,831)	(20,196,532)	(22,113,954)	(24,239,271)	(23,671,394)
Advances to community groups	-	-	-	-	-	-	-	-	-	-	-
Repayment of past borrowings	(1,004,100)	(1,458,659)	(1,817,306)	(1,859,386)	(1,902,891)	(1,755,281)	(1,789,140)	(1,706,131)	(1,551,255)	(1,575,385)	(1,599,891)
Principal elements of finance lease payments	-	-	-	-	-	-	-	-	-	-	-

**Net funding from financing activities**

	20,788,800	3,231,414	(9,850,229)	(11,944,314)	(13,747,397)	(18,170,388)	(19,149,970)	(19,555,662)	(20,135,209)	(25,284,655)	(21,741,285)
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Estimated surplus/(deficit) July 1 B/Fwd	400,000	-	(1,395,473)	2,067,359	4,033,039	6,794,095	9,702,509	13,581,803	19,815,983	18,705,857	24,629,783
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<b>Estimated surplus/(deficit) June 30 C/Fwd</b>	<b>-</b>	<b>(1,395,473)</b>	<b>2,067,359</b>	<b>4,033,039</b>	<b>6,794,095</b>	<b>9,702,509</b>	<b>13,581,803</b>	<b>19,815,983</b>	<b>18,705,857</b>	<b>24,629,783</b>	<b>36,783,371</b>
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Standalone Budget Surplus/(Deficit)

	(400,000)	(1,395,473)	3,462,832	1,965,680	2,761,056	2,908,414	3,879,295	6,234,180	(1,110,127)	5,923,926	12,153,589
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## Statement of Cashflow

**Cash flows from operating activities****Receipts**

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rates	27,808,746	29,536,096	31,012,945	32,563,592	34,191,771	34,929,266	35,627,851	36,340,408	37,067,216	37,808,561
Operating grants, subsidies and contributions	5,255,319	5,392,582	5,563,503	5,741,921	5,985,433	6,184,395	6,392,566	6,610,504	6,838,801	7,078,092
Fees and charges	23,981,461	28,622,690	30,053,825	31,556,516	33,134,342	34,791,059	36,530,612	38,357,142	40,274,999	42,288,749
Interest earnings	1,065,450	1,308,988	2,066,634	3,087,539	4,047,741	4,950,572	5,905,417	6,887,141	7,909,259	9,213,269
Goods and Service tax received	1,470,000	1,543,500	1,620,675	1,701,709	1,786,794	1,876,134	1,969,941	2,068,438	2,171,860	2,280,452
Other revenue	1,483,258	1,516,632	1,550,756	1,585,648	1,621,325	1,657,805	1,695,105	1,733,245	1,772,243	1,812,119
	61,064,234	67,920,488	71,868,337	76,236,925	80,767,406	84,389,229	88,121,492	91,996,879	96,034,378	100,481,243

**Payments**

Employee costs	(16,767,139)	(17,270,153)	(17,788,258)	(18,321,905)	(18,871,563)	(19,437,710)	(20,020,841)	(20,621,466)	(21,240,110)	(21,877,313)
Materials and contracts	(23,638,557)	(22,953,529)	(23,669,807)	(24,237,837)	(24,953,436)	(25,702,039)	(26,473,100)	(27,267,293)	(28,085,312)	(28,927,871)
Utility charges	(2,675,848)	(2,368,640)	(2,527,072)	(2,611,426)	(2,741,997)	(2,803,692)	(2,866,775)	(2,931,277)	(2,997,231)	(3,064,669)
Interest expenses	(279,319)	(305,033)	(262,953)	(219,448)	(177,525)	(143,666)	(109,896)	(80,100)	(55,970)	(31,463)
Insurance expenses	(1,233,330)	(1,294,997)	(1,359,746)	(1,427,734)	(1,499,120)	(1,574,076)	(1,652,780)	(1,735,419)	(1,822,190)	(1,913,300)
Goods and Service tax paid	(1,470,000)	(1,543,500)	(1,620,675)	(1,701,709)	(1,786,794)	(1,876,134)	(1,969,941)	(2,068,438)	(2,171,860)	(2,280,452)
Other expenditure	(1,385,641)	(1,416,818)	(1,448,696)	(1,481,292)	(1,514,621)	(1,548,700)	(1,583,546)	(1,619,175)	(1,655,607)	(1,692,858)
	(47,449,833)	(47,152,669)	(48,677,207)	(50,001,350)	(51,545,056)	(53,086,016)	(54,676,878)	(56,323,168)	(58,028,279)	(59,787,927)

**Net cash provided by (used in) operating activities**

	13,614,401	20,767,819	23,191,131	26,235,575	29,222,350	31,303,213	33,444,614	35,673,710	38,006,099	40,693,316
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**Cash flows from investing activities**

Payments for purchase of property, plant & equipment	(8,485,688)	(4,731,000)	(4,796,000)	(5,704,000)	(4,102,000)	(4,759,000)	(4,229,000)	(13,177,000)	(3,325,000)	(3,325,000)
Payments for construction of infrastructure	(51,990,000)	(7,105,000)	(8,740,000)	(6,990,000)	(7,600,000)	(6,820,000)	(6,930,000)	(6,775,000)	(6,775,000)	(6,775,000)
Proceeds from non-operating grants, subsidies and contributions	42,098,217	4,233,000	4,233,000	2,920,000	3,520,000	3,320,000	3,520,000	3,320,000	3,320,000	3,320,000
Transfers (to)/from investments	1,190,073	(8,032,922)	(10,084,928)	(11,844,506)	(16,415,107)	(17,360,831)	(17,849,532)	(18,583,954)	(23,709,271)	(20,141,394)
<b>Net cash provided by (used in) investing activities</b>	<b>(17,187,398)</b>	<b>(15,635,922)</b>	<b>(19,387,928)</b>	<b>(21,618,506)</b>	<b>(24,597,107)</b>	<b>(25,619,831)</b>	<b>(25,488,532)</b>	<b>(35,215,954)</b>	<b>(30,489,271)</b>	<b>(26,921,394)</b>

**Cash flows from financing activities**

Repayment of debentures	(1,458,659)	(1,817,306)	(1,859,386)	(1,902,891)	(1,755,281)	(1,789,140)	(1,706,131)	(1,551,255)	(1,575,385)	(1,599,891)
Proceeds from new debentures	3,500,000	-	-	-	-	-	-	-	-	-
<b>Net cash provided by (used in) financing activities</b>	<b>2,041,341</b>	<b>(1,817,306)</b>	<b>(1,859,386)</b>	<b>(1,902,891)</b>	<b>(1,755,281)</b>	<b>(1,789,140)</b>	<b>(1,706,131)</b>	<b>(1,551,255)</b>	<b>(1,575,385)</b>	<b>(1,599,891)</b>

**Net increase (decrease) in cash held**

	(1,531,656)	3,314,590	1,943,816	2,714,178	2,869,962	3,894,243	6,249,952	(1,093,498)	5,941,444	12,172,031
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Cash at beginning of year	55,529,047	53,997,391	57,311,981	59,255,797	61,969,975	64,839,937	68,734,180	74,984,132	73,890,633	79,832,077
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<b>Cash and cash equivalents at the end of year</b>	<b>53,997,391</b>	<b>57,311,981</b>	<b>59,255,797</b>	<b>61,969,975</b>	<b>64,839,937</b>	<b>68,734,180</b>	<b>74,984,132</b>	<b>73,890,633</b>	<b>79,832,077</b>	<b>92,004,108</b>
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## Balance Sheet



Shire of **EAST  
Pilbara**  
AUSTRALIA'S LARGEST SHIRE

**CURRENT ASSETS**

Cash and cash equivalents	53,997,391	57,311,981	59,255,797	61,969,975	64,839,937	68,734,180	74,984,132	73,890,633	79,832,077	92,004,108
Financial assets	50,139,947	58,172,870	68,257,798	80,102,304	96,517,411	113,878,242	131,727,774	150,311,728	174,020,999	194,162,393
Trade and other receivables	1,545,046	1,622,342	1,703,459	1,788,632	1,878,064	1,915,625	1,953,937	1,993,016	2,032,877	2,073,534
Inventories	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
<b>TOTAL CURRENT ASSETS</b>	<b>105,762,384</b>	<b>117,187,193</b>	<b>129,297,054</b>	<b>143,940,911</b>	<b>163,315,412</b>	<b>184,608,047</b>	<b>208,745,843</b>	<b>226,275,378</b>	<b>255,965,953</b>	<b>288,320,035</b>

**NON-CURRENT ASSETS**

Other receivables	5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535
Other Financial assets	89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027
Property plant and equipment	87,112,489	89,993,374	92,814,551	96,399,113	98,487,338	101,069,306	103,159,798	114,299,168	115,425,132	116,503,109
Infrastructure	251,142,804	251,603,057	253,140,956	252,934,846	252,987,629	252,111,219	251,056,816	249,592,024	247,842,479	245,801,064
<b>TOTAL NON-CURRENT ASSETS</b>	<b>338,349,856</b>	<b>341,690,993</b>	<b>346,050,069</b>	<b>349,428,521</b>	<b>351,569,529</b>	<b>353,275,086</b>	<b>354,311,176</b>	<b>363,985,754</b>	<b>363,362,173</b>	<b>362,398,735</b>

**TOTAL ASSETS**

<b>444,112,240</b>	<b>458,878,185</b>	<b>475,347,124</b>	<b>493,369,432</b>	<b>514,884,941</b>	<b>537,883,133</b>	<b>563,057,019</b>	<b>590,261,131</b>	<b>619,328,126</b>	<b>650,718,770</b>
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**CURRENT LIABILITIES**

Trade and other payables	1,672,727	1,601,781	1,661,034	1,699,329	1,750,309	1,802,818	1,856,903	1,912,610	1,969,988	2,029,088
Contract liabilities	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118	5,485,118
Current portion of long-term liabilities	1,817,306	1,859,386	1,902,891	1,755,281	1,789,140	1,706,131	1,551,255	1,575,385	1,599,891	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>8,975,151</b>	<b>8,946,285</b>	<b>9,049,043</b>	<b>8,939,728</b>	<b>9,024,567</b>	<b>8,994,067</b>	<b>8,893,276</b>	<b>8,973,113</b>	<b>9,054,998</b>	<b>7,514,206</b>

**NON-CURRENT LIABILITIES**

Employee related provisions	141,381	141,381	141,381	141,381	141,381	141,381	141,381	141,381	141,381	141,381
Long-term borrowings	14,117,146	12,257,760	10,354,869	8,599,588	6,810,449	5,104,318	3,553,064	1,977,679	377,788	377,788
Provisions	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381	19,307,381
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>33,565,908</b>	<b>31,706,522</b>	<b>29,803,631</b>	<b>28,048,350</b>	<b>26,259,211</b>	<b>24,553,080</b>	<b>23,001,826</b>	<b>21,426,441</b>	<b>19,826,550</b>	<b>19,826,550</b>

**TOTAL LIABILITIES**

<b>42,541,060</b>	<b>40,652,807</b>	<b>38,852,675</b>	<b>36,988,078</b>	<b>35,283,778</b>	<b>33,547,147</b>	<b>31,895,101</b>	<b>30,399,554</b>	<b>28,881,547</b>	<b>27,340,756</b>
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**NET ASSETS**

<b>401,571,180</b>	<b>418,225,378</b>	<b>436,494,449</b>	<b>456,381,353</b>	<b>479,601,163</b>	<b>504,335,986</b>	<b>531,161,918</b>	<b>559,861,578</b>	<b>590,446,578</b>	<b>623,378,014</b>
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**EQUITY**

Retained surplus	243,538,039	250,857,067	259,784,080	267,224,470	272,697,190	278,432,825	285,023,859	291,353,014	293,989,330	302,181,471
Reserves - cash backed	50,139,947	58,172,870	68,257,798	80,102,304	96,517,411	113,878,242	131,727,774	150,311,728	174,020,999	194,162,393
Asset revaluation surplus	107,893,193	109,195,441	108,452,571	109,054,579	110,386,561	112,024,919	114,410,285	118,196,836	122,436,250	127,034,150
<b>TOTAL EQUITY</b>	<b>401,571,180</b>	<b>418,225,378</b>	<b>436,494,449</b>	<b>456,381,353</b>	<b>479,601,163</b>	<b>504,335,986</b>	<b>531,161,918</b>	<b>559,861,578</b>	<b>590,446,578</b>	<b>623,378,014</b>

Check

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Cash Check

(0)	0	(0)	0	(0)	0	0	0	0	-
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## Statement of Equity



Shire of **EAST**  
**Pilbara**  
AUSTRALIA'S LARGEST SHIRE

**RETAINED SURPLUS**

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance	156,894,315	243,538,039	250,857,067	259,784,080	267,224,470	272,697,190	278,432,825	285,023,859	291,353,014	293,989,330
Comprehensive Income Net Result for the period	40,562,337	16,654,198	18,269,071	19,886,904	23,219,810	24,734,823	26,825,932	28,699,660	30,585,000	32,931,436
Transfer of Revaluation Surplus on Asset Disposals / Impairment	44,891,315	(1,302,248)	742,871	(602,008)	(1,331,983)	(1,638,357)	(2,385,366)	(3,786,551)	(4,239,414)	(4,597,900)
Amount transferred (to)/from reserves	1,190,073	(8,032,922)	(10,084,928)	(11,844,506)	(16,415,107)	(17,360,831)	(17,849,532)	(18,583,954)	(23,709,271)	(20,141,394)
Closing balance	243,538,039	250,857,067	259,784,080	267,224,470	272,697,190	278,432,825	285,023,859	291,353,014	293,989,330	302,181,471

**RESERVES - CASH/INVESTMENT BACKED**

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance	51,330,020	50,139,947	58,172,870	68,257,798	80,102,304	96,517,411	113,878,242	131,727,774	150,311,728	174,020,999
Amount transferred to/(from) retained surplus	(1,190,073)	8,032,922	10,084,928	11,844,506	16,415,107	17,360,831	17,849,532	18,583,954	23,709,271	20,141,394
Closing balance	50,139,947	58,172,870	68,257,798	80,102,304	96,517,411	113,878,242	131,727,774	150,311,728	174,020,999	194,162,393

**ASSET REVALUATION SURPLUS**

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance	131,500,487	107,893,193	109,195,441	108,452,571	109,054,579	110,386,561	112,024,919	114,410,285	118,196,836	122,436,250
Total other comprehensive income	(23,607,294)	1,302,248	(742,871)	602,008	1,331,983	1,638,357	2,385,366	3,786,551	4,239,414	4,597,900
Closing balance	107,893,193	109,195,441	108,452,571	109,054,579	110,386,561	112,024,919	114,410,285	118,196,836	122,436,250	127,034,150

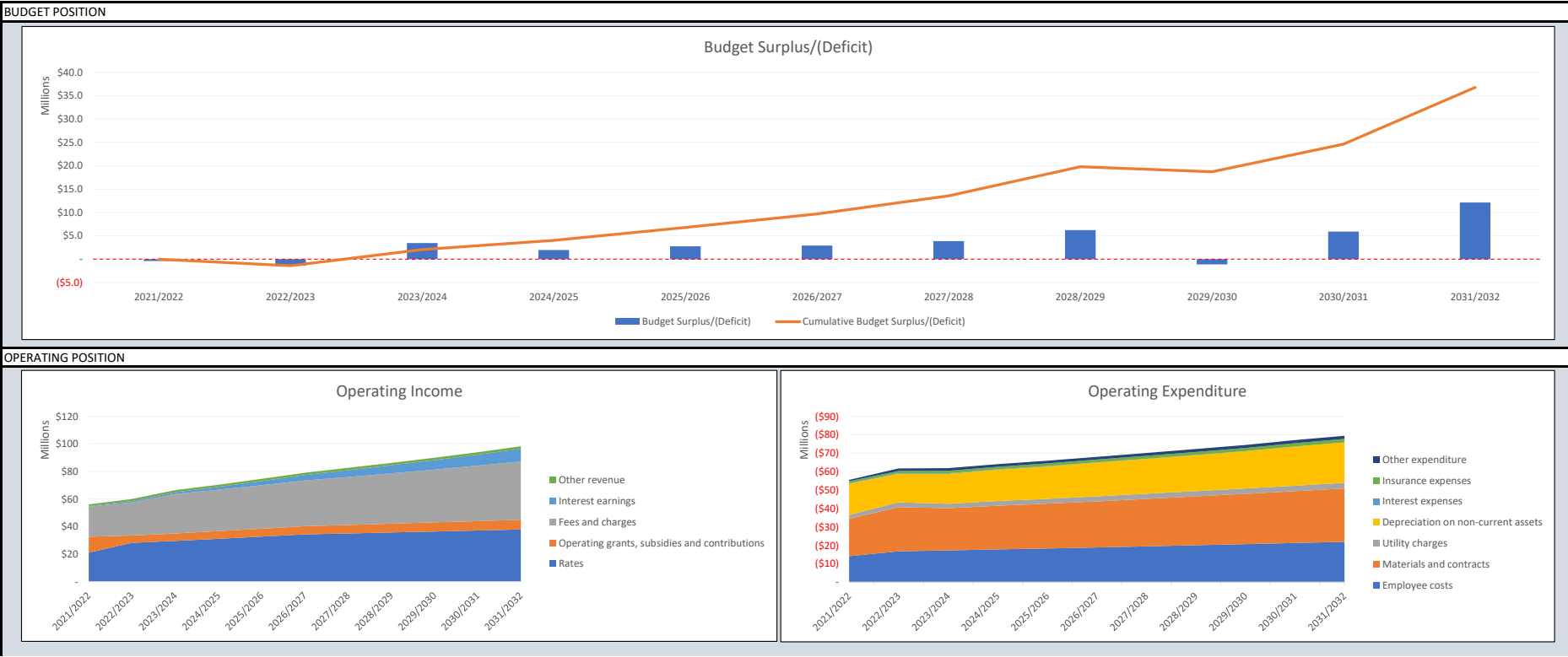
**TOTAL EQUITY**

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	401,571,180	418,225,378	436,494,449	456,381,353	479,601,163	504,335,986	531,161,918	559,861,578	590,446,578	623,378,014

Data - Summary

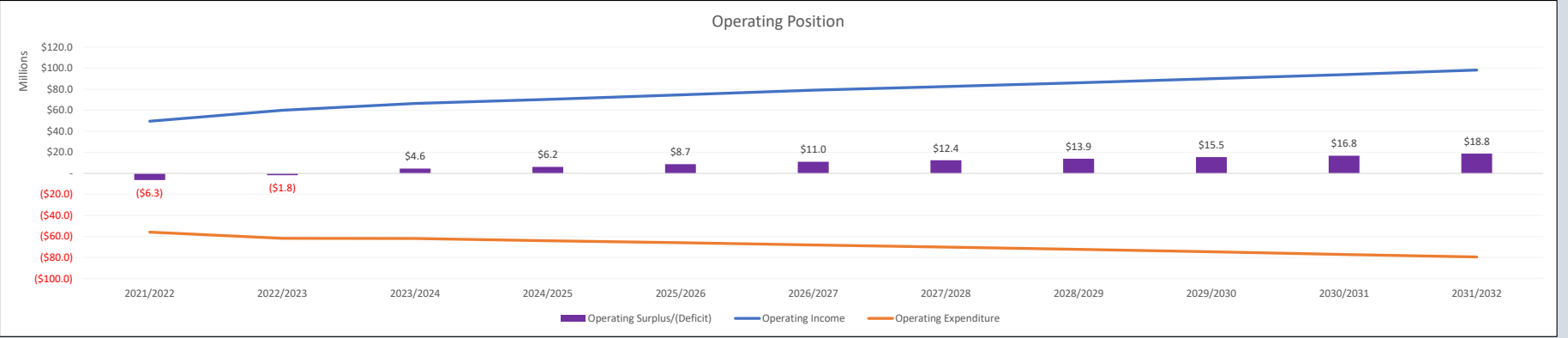
Long Term Financial Plan Model (DRAFT)

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Summary	Budget	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
Rates Income	21,015,600	28,202,472	29,613,392	31,094,062	32,648,765	34,281,203	34,966,827	35,666,164	36,379,487	37,107,077	37,849,218
Operating Income	49,591,500	59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448
Operating Expenditure	(55,849,700)	(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
Operating Surplus/(Deficit)	(6,258,200)	(1,761,116)	4,574,150	6,235,341	8,684,497	11,022,227	12,414,466	13,909,366	15,476,709	16,790,786	18,778,736
Budget Surplus/(Deficit)	(400,000)	(1,395,473)	3,462,832	1,965,680	2,761,056	2,908,414	3,879,295	6,234,180	(1,110,127)	5,923,926	12,153,589
Cumulative Budget Surplus/(Deficit)		(1,395,473)	2,067,359	4,033,039	6,794,095	9,702,509	13,581,803	19,815,983	18,705,857	24,629,783	36,783,371
Capital Expenditure	(38,415,500)	(60,475,688)	(11,836,000)	(13,536,000)	(12,694,000)	(11,702,000)	(11,579,000)	(11,159,000)	(19,952,000)	(10,100,000)	(10,100,000)
Loan Outstanding	13,893,112	15,934,453	14,117,146	12,257,760	10,354,869	8,599,588	6,810,449	5,104,318	3,553,064	1,977,679	377,788
New Loans	11,500,000	3,500,000	-	-	-	-	-	-	-	-	-

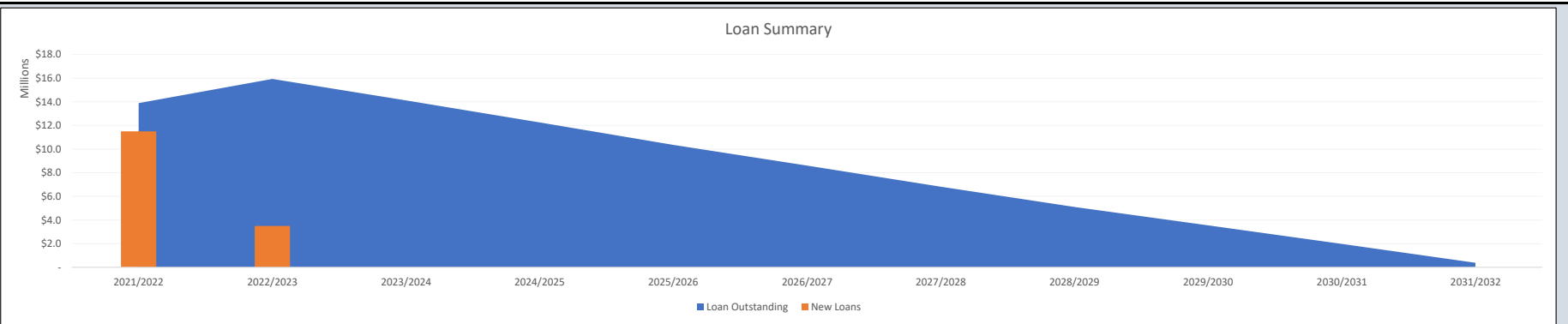


Data - Summary

Long Term Financial Plan Model (DRAFT)



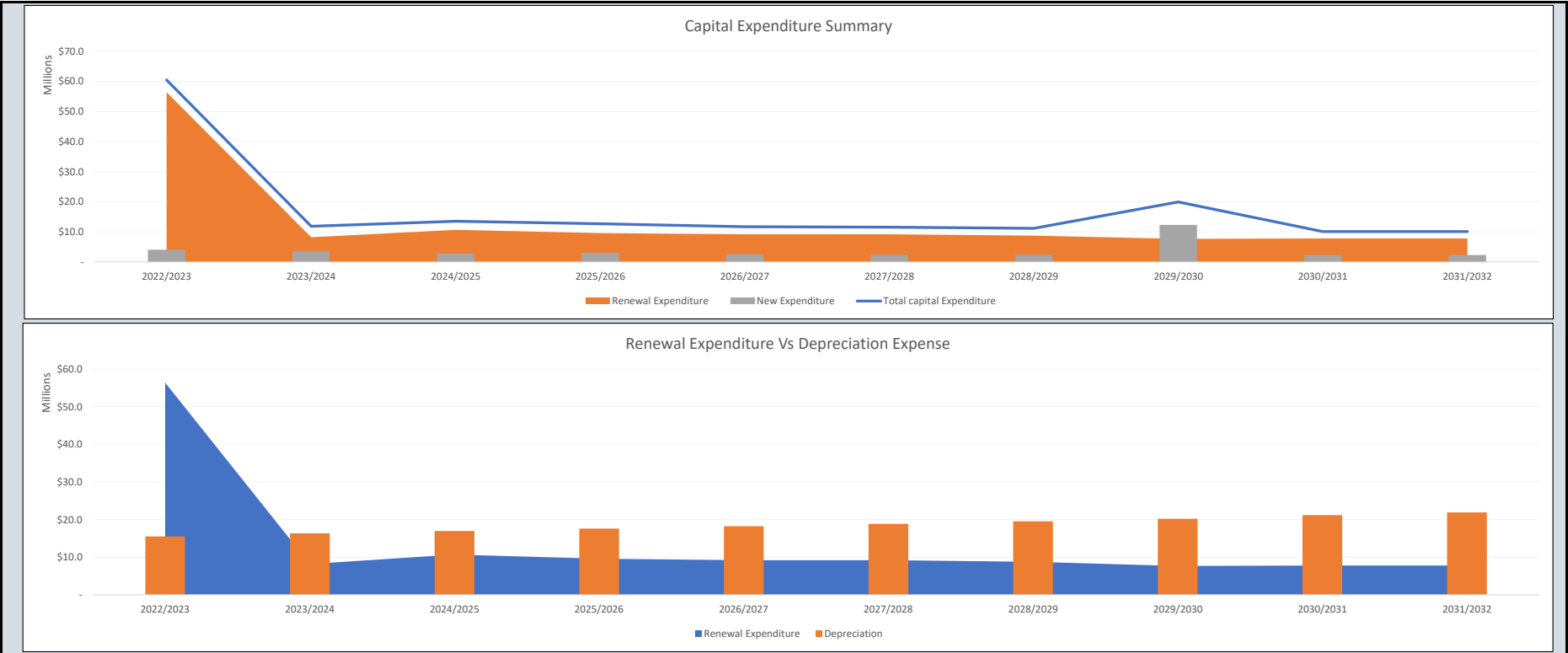
BORROWINGS SUMMARY



Data - Summary

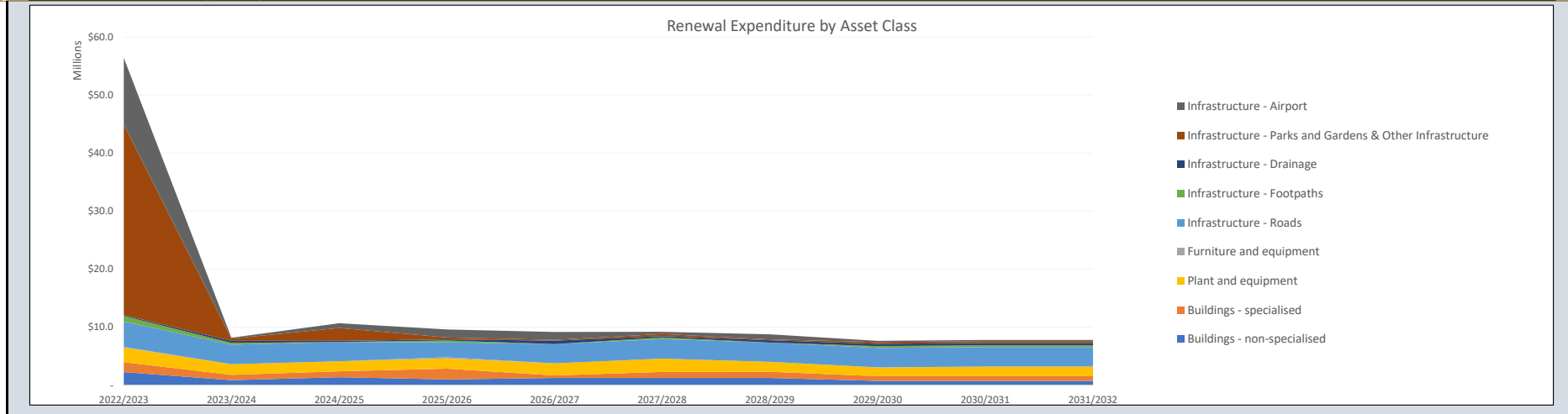
Long Term Financial Plan Model (DRAFT)

Asset Management

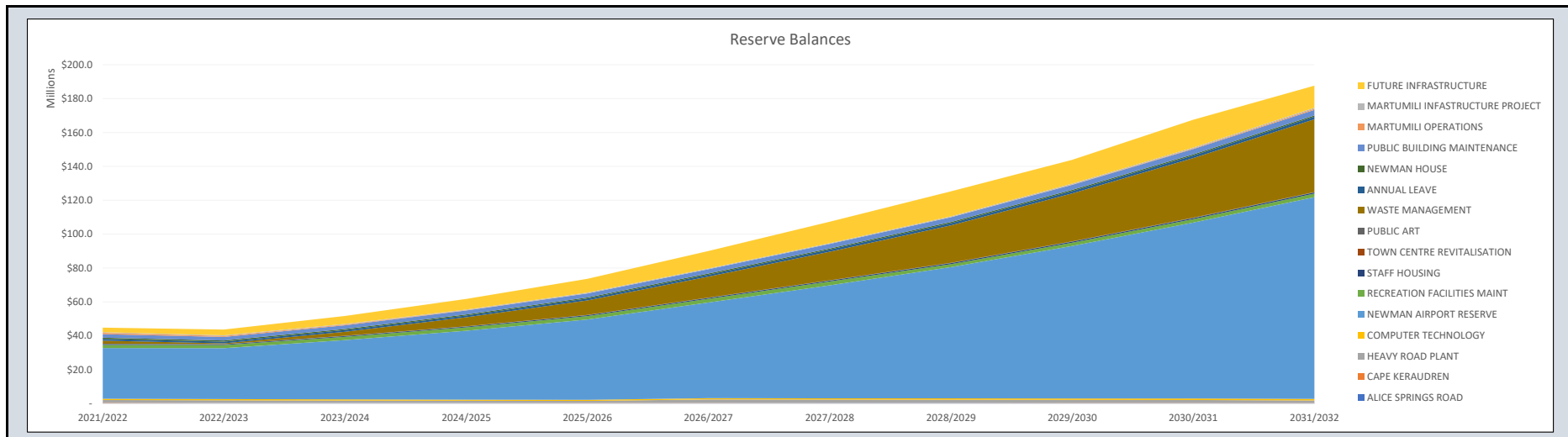


## Data - Summary

Long Term Financial Plan Model (DRAFT)



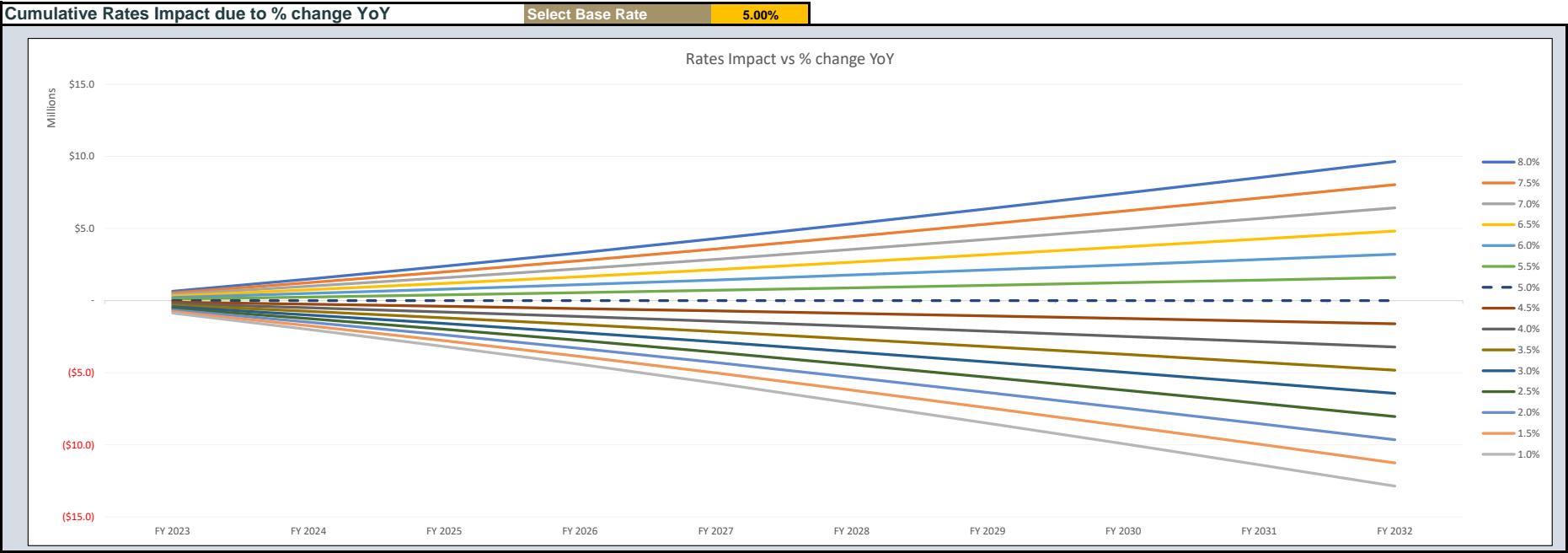
## Reserve Summary



Data - Summary

Long Term Financial Plan Model (DRAFT)

Sensitivity Analysis



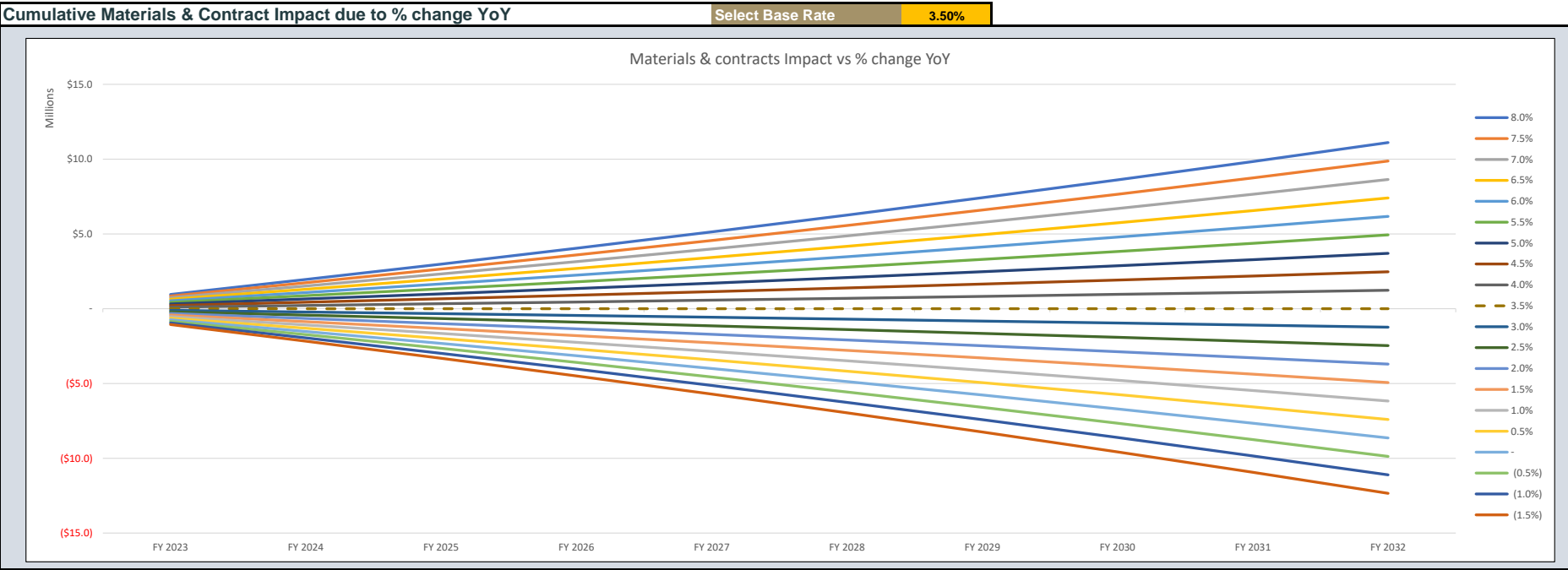


Data - Summary

Long Term Financial Plan Model (DRAFT)

Cumulative Salaries Impact due to % change YoY      Select Base Rate      3.50%





## Data - Ratios

Long Term Financial Plan Model (DRAFT)

		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Financial Ratios	Ratio Bands	LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10
<b>Operating Surplus Ratio</b>											
Operating Revenue		59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448
Operating Expenditure		(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
Profit/(Loss) on Disposal of Assets		-	-	-	-	-	-	-	-	-	-
Net Operating position		(1,761,116)	4,574,150	6,235,341	8,684,497	11,022,227	12,414,466	13,909,366	15,476,709	16,790,786	18,778,736
Own Source Revenue		54,732,641	61,061,702	64,765,276	68,878,467	73,084,610	76,366,262	79,797,298	83,357,016	87,063,578	91,163,355
<b>Ratio</b>	0% to 15%	(3.22%)	7.49%	9.63%	12.61%	15.08%	16.26%	17.43%	18.57%	19.29%	20.60%
<b>Own Source Revenue Coverage Ratio</b>											
Total Rates Revenue		28,202,472	29,613,392	31,094,062	32,648,765	34,281,203	34,966,827	35,666,164	36,379,487	37,107,077	37,849,218
Other Own Source Income		25,046,911	29,931,678	32,120,459	34,644,055	37,182,082	39,741,630	42,436,029	45,244,284	48,184,258	51,502,018
Net Own Source Income		53,249,383	59,545,070	63,214,520	67,292,820	71,463,285	74,708,457	78,102,193	81,623,771	85,291,335	89,351,236
Operating Expenditure		(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
<b>Ratio</b>	> = 40%	0.86	0.96	0.99	1.02	1.05	1.07	1.08	1.10	1.11	1.12
<b>Debt Service Coverage Ratio</b>											
Operating Surplus Excl. Interest and Depreciation											
Operating Revenue		59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448
Operating Expenses		(61,749,076)	(61,880,134)	(64,093,438)	(65,935,892)	(68,047,816)	(70,136,191)	(72,280,499)	(74,490,811)	(77,111,593)	(79,462,712)
Add: Interest Expense and Depreciation		15,791,019	16,646,944	17,240,606	17,817,404	18,416,099	19,017,465	19,629,373	20,260,472	21,253,765	21,927,601
Add: Gain/( Loss) on Disposal of Assets		-	-	-	-	-	-	-	-	-	-
Net Operating Surplus before Interest and Depreciation		14,029,903	21,221,094	23,475,947	26,501,900	29,438,326	31,431,931	33,538,738	35,737,182	38,044,551	40,706,337
Principal and Interest		1,737,978	2,122,339	2,122,339	2,122,339	1,932,805	1,932,805	1,816,027	1,631,354	1,631,354	1,631,354
<b>Ratio</b>	> = 2	8.07	10.00	11.06	12.49	15.23	16.26	18.47	21.91	23.32	24.95
<b>Current Ratio</b>											
Current Assets		105,762,384	117,187,193	129,297,054	143,940,911	163,315,412	184,608,047	208,745,843	226,275,378	255,965,953	288,320,035
Restricted Assets		(50,139,947)	(58,172,870)	(68,257,798)	(80,102,304)	(96,517,411)	(113,878,242)	(131,727,774)	(150,311,728)	(174,020,999)	(194,162,393)
Net Current Assets		55,622,437	59,014,323	61,039,256	63,838,607	66,798,001	70,729,805	77,018,069	75,963,650	81,944,954	94,157,642
Current Liabilities		8,975,151	8,946,285	9,049,043	8,939,728	9,024,567	8,994,067	8,893,276	8,973,113	9,054,998	7,514,206
Current Liabilities associated with Restricted Assets		-	-	-	-	-	-	-	-	-	-
Current Liabilities associated with Developer Contributions		-	-	-	-	-	-	-	-	-	-
Net Current Liabilities		8,975,151	8,946,285	9,049,043	8,939,728	9,024,567	8,994,067	8,893,276	8,973,113	9,054,998	7,514,206
<b>Ratio</b>	> = 1.1	6.20	6.60	6.75	7.14	7.40	7.86	8.66	8.47	9.05	12.53
<b>Net Financial Liabilities Ratio</b>											
Total Liabilities		(42,541,060)	(40,652,807)	(38,852,675)	(36,988,078)	(35,283,778)	(33,547,147)	(31,895,101)	(30,399,554)	(28,881,547)	(27,340,756)
Current cash and cash equivalents		53,997,391	57,311,981	59,255,797	61,969,975	64,839,937	68,734,180	74,984,132	73,890,633	79,832,077	92,004,108
Current trade & other receivables		1,545,046	1,622,342	1,703,459	1,788,632	1,878,064	1,915,625	1,953,937	1,993,016	2,032,877	2,073,534
Current other financial assets		-	-	-	-	-	-	-	-	-	-
Current financial assets		50,139,947	58,172,870	68,257,798	80,102,304	96,517,411	113,878,242	131,727,774	150,311,728	174,020,999	194,162,393
Non - Current trade & receivables		5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535	5,535
Non - Current financial assets		89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027	89,027
Net Financial Liability		63,235,887	76,548,948	90,458,942	106,967,395	128,046,197	151,075,462	176,865,304	195,890,386	227,098,967	260,993,841
Operating Revenue		59,987,960	66,454,284	70,328,779	74,620,389	79,070,043	82,550,657	86,189,864	89,967,520	93,902,379	98,241,448
<b>Ratio</b>		1.05	1.15	1.29	1.43	1.62	1.83	2.05	2.18	2.42	2.66

## Long Term Financial Plan Model (DRAFT)

### Asset Sustainability Ratio

### Asset Consumption Ratio

### Asset Renewal Funding Ratio

## Ratios

### Standardised Scores - FHI

[illegible]

Long Term Financial Plan Model (DRAFT)

### Capital Works Uses/Source

Description - Asset Class & Type		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	10 years
		LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10	Total
Property, Plant and Equipment												
Buildings - non-specialised Renewal	\$	2,193,000	783,000	1,247,000	895,000	1,077,000	1,094,000	1,077,000	679,000	679,000	679,000	10,403,000
Buildings - non-specialised Upgrade	\$	150,000	150,000	253,000	227,000	330,000	293,000	330,000	153,000	153,000	153,000	2,192,000
Buildings - non-specialised New	\$	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	2,343,000	933,000	1,500,000	1,122,000	1,407,000	1,387,000	1,407,000	832,000	832,000	832,000	12,595,000
Buildings - specialised Renewal	\$	1,566,685	927,000	1,023,000	1,843,000	316,000	1,059,000	1,091,000	809,000	809,000	809,000	10,252,685
Buildings - specialised Upgrade	\$	285,000	-	-	-	250,000	-	-	-	-	-	535,000
Buildings - specialised New	\$	250,000	1,000,000	500,000	750,000	-	-	-	10,000,000	-	-	12,500,000
Sub Total	\$	2,101,685	1,927,000	1,523,000	2,593,000	566,000	1,059,000	1,091,000	10,809,000	809,000	809,000	23,287,685
Furniture and equipment Renewal	\$	101,000	-	-	200,000	-	-	-	-	-	-	301,000
Furniture and equipment Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Furniture and equipment New	\$	374,000	-	-	-	-	-	-	-	-	-	374,000
Sub Total	\$	475,000	-	-	200,000	-	-	-	-	-	-	675,000
Plant and equipment Renewal	\$	2,526,003	1,841,000	1,743,000	1,759,000	2,099,000	2,283,000	1,701,000	1,506,000	1,654,000	1,654,000	18,766,003
Plant and equipment Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Plant and equipment New	\$	1,040,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	1,310,000
Sub Total	\$	3,566,003	1,871,000	1,773,000	1,789,000	2,129,000	2,313,000	1,731,000	1,536,000	1,684,000	1,684,000	20,076,003
Total PPE	\$	8,485,688	4,731,000	4,796,000	5,704,000	4,102,000	4,759,000	4,229,000	13,177,000	3,325,000	3,325,000	56,633,688
Infrastructure												
Infrastructure - Roads Renewal	\$	4,369,000	3,360,000	3,295,000	2,580,000	3,295,000	3,360,000	3,295,000	3,360,000	3,360,000	3,360,000	33,634,000
Infrastructure - Roads Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Roads New	\$	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	4,369,000	3,360,000	3,295,000	2,580,000	3,295,000	3,360,000	3,295,000	3,360,000	3,360,000	3,360,000	33,634,000
Infrastructure - Footpaths Renewal	\$	947,500	300,000	-	300,000	-	300,000	-	300,000	300,000	300,000	2,747,500
Infrastructure - Footpaths Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Footpaths New	\$	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	947,500	300,000	-	300,000	-	300,000	-	300,000	300,000	300,000	2,747,500
Infrastructure - Drainage Renewal	\$	150,000	350,000	220,000	220,000	600,000	220,000	420,000	400,000	400,000	400,000	3,380,000
Infrastructure - Drainage Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Drainage New	\$	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	150,000	350,000	220,000	220,000	600,000	220,000	420,000	400,000	400,000	400,000	3,380,000
Infrastructure - Parks and Gardens & Other Infrastructure Renewal	\$	32,875,000	380,000	2,200,000	310,000	150,000	360,000	150,000	310,000	310,000	310,000	37,355,000
Infrastructure - Parks and Gardens & Other Infrastructure Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Parks and Gardens & Other Infrastructure New	\$	2,198,500	2,550,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	22,348,500
Sub Total	\$	35,073,500	2,930,000	4,400,000	2,510,000	2,350,000	2,560,000	2,350,000	2,510,000	2,510,000	2,510,000	59,703,500
Infrastructure - Airport Renewal	\$	11,450,000	165,000	825,000	1,380,000	1,355,000	380,000	865,000	205,000	205,000	205,000	17,035,000
Infrastructure - Airport Upgrade	\$	-	-	-	-	-	-	-	-	-	-	-
Infrastructure - Airport New	\$	-	-	-	-	-	-	-	-	-	-	-
Sub Total	\$	11,450,000	165,000	825,000	1,380,000	1,355,000	380,000	865,000	205,000	205,000	205,000	17,035,000
Total Infrastructure	\$	51,990,000	7,105,000	8,740,000	6,990,000	7,600,000	6,820,000	6,930,000	6,775,000	6,775,000	6,775,000	116,500,000
Total Capital Expenditure	\$	60,475,688	11,836,000	13,536,000	12,694,000	11,702,000	11,579,000	11,159,000	19,952,000	10,100,000	10,100,000	173,133,688
Check												

## Long Term Financial Plan Model (DRAFT)

Description
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Non-Operating Grants	\$	42,098,217	4,233,000	4,233,000	2,920,000	3,520,000	3,320,000	3,520,000	3,320,000	3,320,000	3,320,000	73,804,217
New Loan Drawdown	\$	3,500,000	-	-	-	-	-	-	-	-	-	3,500,000
Municipal Impact	\$	12,900,260	6,702,000	7,912,000	7,749,000	5,970,000	6,934,000	5,292,000	13,102,000	4,150,000	3,250,000	73,961,260
Reserve Funding	\$	1,977,211	901,000	1,391,000	2,025,000	2,212,000	1,325,000	2,347,000	3,530,000	530,000	3,530,000	19,768,211
<b>Total</b>	\$	<b>60,475,688</b>	<b>11,836,000</b>	<b>13,536,000</b>	<b>12,694,000</b>	<b>11,702,000</b>	<b>11,579,000</b>	<b>11,159,000</b>	<b>19,952,000</b>	<b>8,000,000</b>	<b>10,100,000</b>	<b>171,033,688</b>

### Classification based on Funding Source

Description	
-------------	--

[illegible]

## Long Term Financial Plan Model (DRAFT)

Description	
-------------	--

Non-Operating Grants - Waste Funding SourceNon-Operating Grants - Martumili Funding SourceNon-Operating Grants - Airport Funding Source

### Non-Operating Grants - MUNI Funding Source

Total

Check

New Loan Drawdown - Waste Funding Source

### New Loan Drawdown - Martumili Funding Source

### New Loan Drawdown - Airport Funding Source

### New Loan Drawdown - MUNI Funding Source

Category	Value
Subtotal	100
Total	100

Check

Reserve Funding - Waste Funding SourceReserve Funding - Martumili Funding Source

### Reserve Funding - Airport Funding Source

Reserve Funding - MUNI Funding SourceTotal

Check
-------

Municipal Impact - MUNI Funding SourceTotal

Check
-------

[illegible]

Capital Expenditure Reserve Transfers

Reserve Transfers from

Reserve Description		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	10 years
		LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10	Total
Alice Springs Road	\$	-	-	-	-	-	-	-	-	-	-	-
Cape Keraudren	\$	200,000	-	-	-	-	-	-	-	-	-	200,000
Heavy Road Plant	\$	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
Computer Technology	\$	-	45,000	75,000	-	-	-	-	-	-	-	120,000
Newman Airport Reserve	\$	1,426,297	288,000	1,016,000	1,687,000	1,962,000	780,000	1,472,000	222,000	222,000	222,000	9,297,297
Recreation Facilities Maintenance	\$	-	-	-	-	-	-	625,000	-	-	-	625,000
Staff Housing	\$	150,000	-	-	-	-	-	-	-	-	-	150,000
Waste Management	\$	-	280,000	100,000	80,000	50,000	130,000	50,000	80,000	80,000	80,000	930,000
Newman House	\$	78,000	88,000	-	58,000	-	28,000	-	28,000	28,000	28,000	336,000
Martumili Operations	\$	122,914	-	-	-	-	187,000	-	-	-	-	309,914
Future Infrastructure	\$	-	-	-	-	-	-	-	3,000,000	-	3,000,000	6,000,000
Total	\$	1,977,211	901,000	1,391,000	2,025,000	2,212,000	1,325,000	2,347,000	3,530,000	530,000	3,530,000	19,768,211
Check		-	-	-	-	-	-	-	-	-	-	

Other Reserve Transfers

Reserve Transfers To

Reserve		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	10 years
		LTFP Yr 1	LTFP Yr 2	LTFP Yr 3	LTFP Yr 4	LTFP Yr 5	LTFP Yr 6	LTFP Yr 7	LTFP Yr 8	LTFP Yr 9	LTFP Yr 10	Total
Heavy Road Plant	\$	-	-	-	-	1,000,000	-	-	-	-	200,000	800,000
Newman Airport Reserve	\$	-	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	-	39,778,000
Waste Management	\$	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	720,000
Newman House	\$	-	-	-	-	-	-	-	-	-	28,000	28,000
Future Infrastructure	\$	-	600,000	600,000	600,000	600,000	600,000	-	-	-	3,000,000	-
Total	\$	-	5,700,000	5,700,000	5,700,000	6,700,000	5,700,000	5,100,000	5,100,000	5,100,000	3,530,000	41,270,000



## Data - Reserves

Long Term Financial Plan Model (DRAFT)

### Reserve Schedule

#### Reserve Summary

		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Description	2022/2023 LTFP Yr 1	2023/2024 LTFP Yr 2	2024/2025 LTFP Yr 3	2025/2026 LTFP Yr 4	2026/2027 LTFP Yr 5	2027/2028 LTFP Yr 6	2028/2029 LTFP Yr 7	2029/2030 LTFP Yr 8	2030/2031 LTFP Yr 9	2031/2032 LTFP Yr 10
\$	Opening Balance	44,823,000	43,632,927	51,665,850	61,750,778	73,595,284	90,010,391	107,371,222	125,220,754	143,804,708	167,513,979
\$	Interest transfer to reserve	1,065,450	1,308,988	2,066,634	3,087,539	4,047,741	4,950,572	5,905,417	6,887,141	7,909,259	9,213,269
\$	Transfer To Reserve	1,311,655	8,467,821	9,594,521	10,931,764	14,632,354	13,735,259	14,291,115	15,226,812	16,330,012	14,458,125
\$	Transfer from Reserve	(3,567,178)	(1,743,887)	(1,576,226)	(2,174,797)	(2,264,988)	(1,325,000)	(2,347,000)	(3,530,000)	(530,000)	(3,530,000)
\$	Closing Balance	43,632,927	51,665,850	61,750,778	73,595,284	90,010,391	107,371,222	125,220,754	143,804,708	167,513,979	187,655,373

#### Reserve Schedule

	Description	FY 2023 LTFP Yr 1	FY 2024 LTFP Yr 2	FY 2025 LTFP Yr 3	FY 2026 LTFP Yr 4	FY 2027 LTFP Yr 5	FY 2028 LTFP Yr 6	FY 2029 LTFP Yr 7	FY 2030 LTFP Yr 8	FY 2031 LTFP Yr 9	FY 2032 LTFP Yr 10
<u>ALICE SPRINGS ROAD</u>											
\$	Opening Balance	219,400	224,615	231,354	240,608	252,638	266,533	281,193	296,658	312,974	330,188
\$	Interest transfer to reserve	5,215	6,738	9,254	12,030	13,895	14,659	15,466	16,316	17,214	18,160
\$	Transfer To Reserve	-	-	-	-	-	-	-	-	-	-
\$	Transfer from Reserve	-	-	-	-	-	-	-	-	-	-
\$	Closing Balance	224,615	231,354	240,608	252,638	266,533	281,193	296,658	312,974	330,188	348,348
<u>CAPE KERAUDREN</u>											
\$	Opening Balance	299,600	106,722	109,923	114,320	120,036	126,638	133,603	140,951	148,704	156,882
\$	Interest transfer to reserve	7,122	3,202	4,397	5,716	6,602	6,965	7,348	7,752	8,179	8,629
\$	Transfer To Reserve	-	-	-	-	-	-	-	-	-	-
\$	Transfer from Reserve	(200,000)	-	-	-	-	-	-	-	-	-
\$	Closing Balance	106,722	109,923	114,320	120,036	126,638	133,603	140,951	148,704	156,882	165,511
<u>HEAVY ROAD PLANT</u>											
\$	Opening Balance	1,529,000	1,565,345	1,412,305	1,268,797	1,132,237	1,994,510	1,904,208	1,808,939	1,708,431	1,602,395
\$	Interest transfer to reserve	36,345	46,960	56,492	63,440	62,273	109,698	104,731	99,492	93,964	88,132
\$	Transfer To Reserve	-	-	-	-	1,000,000	-	-	-	-	(200,000)
\$	Transfer from Reserve	-	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
\$	Closing Balance	1,565,345	1,412,305	1,268,797	1,132,237	1,994,510	1,904,208	1,808,939	1,708,431	1,602,395	1,290,527
<u>COMPUTER TECHNOLOGY</u>											
\$	Opening Balance	677,000	693,092	668,885	620,641	651,673	687,515	725,328	765,221	807,308	851,710
\$	Interest transfer to reserve	16,092	20,793	26,755	31,032	35,842	37,813	39,893	42,087	44,402	46,844
\$	Transfer To Reserve	-	-	-	-	-	-	-	-	-	-
\$	Transfer from Reserve	-	(45,000)	(75,000)	-	-	-	-	-	-	-
\$	Closing Balance	693,092	668,885	620,641	651,673	687,515	725,328	765,221	807,308	851,710	898,554
<u>NEWMAN AIRPORT RESERVE</u>											
\$	Opening Balance	30,021,300	30,068,655	35,056,538	40,749,352	47,401,502	56,563,332	66,708,526	77,458,636	90,023,280	103,868,846
\$	Interest transfer to reserve	713,611	902,060	1,402,262	2,037,468	2,607,083	3,110,983	3,668,969	4,260,225	4,951,280	5,712,787
\$	Transfer To Reserve	760,041	5,000,000	5,306,552	6,301,683	8,516,748	7,814,210	8,553,141	8,526,420	9,116,285	9,737,663
\$	Transfer from Reserve	(1,426,297)	(914,177)	(1,016,000)	(1,687,000)	(1,962,000)	(780,000)	(1,472,000)	(222,000)	(222,000)	(222,000)
\$	Closing Balance	30,068,655	35,056,538	40,749,352	47,401,502	56,563,332	66,708,526	77,458,636	90,023,280	103,868,846	119,097,295

## Data - Reserves

Long Term Financial Plan Model (DRAFT)

### Reserve Schedule

#### RECREATION FACILITIES MAINT

Opening Balance	\$	1,798,400	1,841,148	1,896,383	1,972,238	2,070,850	2,184,747	2,304,908	1,806,678	1,906,045	2,010,877
Interest transfer to reserve	\$	42,748	55,234	75,855	98,612	113,897	120,161	126,770	99,367	104,832	110,598
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	(625,000)	-	-	-
Closing Balance	\$	1,841,148	1,896,383	1,972,238	2,070,850	2,184,747	2,304,908	1,806,678	1,906,045	2,010,877	2,121,476

#### STAFF HOUSING

Opening Balance	\$	569,500	433,037	446,028	463,869	487,063	513,851	542,113	571,929	603,385	636,572
Interest transfer to reserve	\$	13,537	12,991	17,841	23,193	26,788	28,262	29,816	31,456	33,186	35,011
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	(150,000)	-	-	-	-	-	-	-	-	-
Closing Balance	\$	433,037	446,028	463,869	487,063	513,851	542,113	571,929	603,385	636,572	671,583

#### TOWN CENTRE REVITALISATION

Opening Balance	\$	-	-	-	-	-	-	-	-	-	-
Interest transfer to reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	-	-	-	-
Closing Balance	\$	-	-	-	-	-	-	-	-	-	-

#### PUBLIC ART

Opening Balance	\$	126,300	129,302	133,181	138,508	145,434	153,433	161,872	170,775	180,167	190,076
Interest transfer to reserve	\$	3,002	3,879	5,327	6,925	7,999	8,439	8,903	9,393	9,909	10,454
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	-	-	-	-
Closing Balance	\$	129,302	133,181	138,508	145,434	153,433	161,872	170,775	180,167	190,076	200,531

#### WASTE MANAGEMENT

Opening Balance	\$	1,887,000	435,590	2,411,250	5,317,989	8,587,231	12,412,616	16,876,629	22,092,316	28,336,364	35,225,734
Interest transfer to reserve	\$	44,854	13,068	96,450	265,899	472,298	682,694	928,215	1,215,077	1,558,500	1,937,415
Transfer To Reserve	\$	-	2,242,592	2,910,290	3,083,342	3,403,088	3,911,319	4,337,473	5,108,970	5,410,870	5,915,836
Transfer from Reserve	\$	(1,496,265)	(280,000)	(100,000)	(80,000)	(50,000)	(130,000)	(50,000)	(80,000)	(80,000)	(80,000)
Closing Balance	\$	435,590	2,411,250	5,317,989	8,587,231	12,412,616	16,876,629	22,092,316	28,336,364	35,225,734	42,998,985

#### ANNUAL LEAVE

Opening Balance	\$	982,100	1,005,445	1,035,608	1,077,032	1,130,884	1,193,083	1,258,702	1,327,931	1,400,967	1,478,020
Interest transfer to reserve	\$	23,345	30,163	41,424	53,852	62,199	65,620	69,229	73,036	77,053	81,291
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	-	-	-	-
Closing Balance	\$	1,005,445	1,035,608	1,077,032	1,130,884	1,193,083	1,258,702	1,327,931	1,400,967	1,478,020	1,559,311

## Data - Reserves

Long Term Financial Plan Model (DRAFT)

### Reserve Schedule

#### NEWMAN HOUSE

<b>Opening Balance</b>	\$	732,800	672,219	604,385	628,561	601,989	635,098	642,029	677,340	686,594	696,357
Interest transfer to reserve	\$	17,419	20,167	24,175	31,428	33,109	34,930	35,312	37,254	37,763	38,300
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	(28,000)
Transfer from Reserve	\$	(78,000)	(88,000)	-	(58,000)	-	(28,000)	-	(28,000)	(28,000)	(28,000)
<b>Closing Balance</b>	\$	672,219	604,385	628,561	601,989	635,098	642,029	677,340	686,594	696,357	678,656

#### PUBLIC BUILDING MAINTENANCE

<b>Opening Balance</b>	\$	2,086,100	2,135,687	2,199,758	2,287,748	2,402,135	2,534,253	2,673,637	2,820,687	2,975,824	3,139,495
Interest transfer to reserve	\$	49,587	64,071	87,990	114,387	132,117	139,384	147,050	155,138	163,670	172,672
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	-	-	-	-
<b>Closing Balance</b>	\$	2,135,687	2,199,758	2,287,748	2,402,135	2,534,253	2,673,637	2,820,687	2,975,824	3,139,495	3,312,167

#### MARTUMILI OPERATIONS

<b>Opening Balance</b>	\$	769,100	570,766	371,179	200,800	61,043	11,412	9,385	63,076	181,508	374,700
Interest transfer to reserve	\$	18,282	17,123	14,847	10,040	3,357	628	516	3,469	9,983	20,608
Transfer To Reserve	\$	-	-	-	-	-	184,345	53,174	114,963	183,209	258,447
Transfer from Reserve	\$	(216,616)	(216,710)	(185,226)	(149,797)	(52,988)	(187,000)	-	-	-	-
<b>Closing Balance</b>	\$	570,766	371,179	200,800	61,043	11,412	9,385	63,076	181,508	374,700	653,756

#### MARTUMILI INFRASTRUCTURE PROJECT

<b>Opening Balance</b>	\$	366,000	374,700	385,941	401,379	421,447	444,627	469,082	494,881	522,099	550,815
Interest transfer to reserve	\$	8,700	11,241	15,438	20,069	23,180	24,454	25,799	27,218	28,715	30,295
Transfer To Reserve	\$	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	\$	-	-	-	-	-	-	-	-	-	-
<b>Closing Balance</b>	\$	374,700	385,941	401,379	421,447	444,627	469,082	494,881	522,099	550,815	581,110

#### FUTURE INFRASTRUCTURE

<b>Opening Balance</b>	\$	2,759,400	3,376,605	4,703,133	6,268,936	8,129,123	10,288,744	12,680,010	14,724,737	14,011,056	16,401,312
Interest transfer to reserve	\$	65,591	101,298	188,125	313,447	447,102	565,881	697,401	809,861	770,608	902,072
Transfer To Reserve	\$	551,614	1,225,229	1,377,678	1,546,740	1,712,519	1,825,385	1,347,326	1,476,459	1,619,648	(1,225,821)
Transfer from Reserve	\$	-	-	-	-	-	-	-	(3,000,000)	-	(3,000,000)
<b>Closing Balance</b>	\$	3,376,605	4,703,133	6,268,936	8,129,123	10,288,744	12,680,010	14,724,737	14,011,056	16,401,312	13,077,563

### 11.2.2 WORKFORCE PLAN

**Attachments:** [Appendix 1 Draft Workforce Plan 2022 2026](#)  
**Responsible Officer:** Steven Harding  
Chief Executive Officer  
**Author:** Steve Leeson  
Director Corporate Services  
**Proposed Meeting Date:** 26 August 2022  
**Location/Address:** N/A  
**Name of Applicant:** N/A  
**Author Disclosure of Interest:** Nil

**COUNCIL DECISION / OFFICER'S RECOMMENDATION**  
(Resolution No: 2022/ 95)

**Moved:** Cr Baer  
**Seconded:** Cr Kular

**That Council adopts the Shire of East Pilbara Workforce Plan 2022-2026.**

**CARRIED UNANIMOUSLY**  
**RECORD OF VOTE: 8/0**

**For:** Shire President, Deputy Shire President, Crs Anick, Baer, Coppin, Landy, Lockyer, Kalur

**Against:** Nil

### REPORT PURPOSE

To update the Shire of East Pilbara ("the Shire") Workforce Plan as an informing strategy within the Shire's plan for the future.

### BACKGROUND

The Department of Local Government Sports and Communities (DLGSC) Integrated Planning and Reporting Framework (IPRF) and Guidelines state that every two years, local governments are required to undertake a review of the Strategic Community Plan, alternating between a minor and major review. A minor review, according to the Departmental guidelines, is "primarily a desktop exercise and usually focuses on resetting the Workforce Plan."

In June 2022, Council endorsed a major review of the Shire's Strategic Community and Corporate Business Plan 2022-2032. In line with the DLGSC's IPRF Guidelines, the Shire has reviewed other major informing strategies, which includes the Workforce Plan (WFP).

The IPRF is the overarching umbrella which encompasses the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan and the WFP, is a set of strategic and operational documents that the Town is required by legislation to prepare to plan for the future of its community.

### **COMMENTS/OPTIONS/DISCUSSIONS**

The WFP is an internal business planning tool that identifies the capacity and capability needs of the Shire to deliver services and the projects mapped out in the Corporate Business Plan. The plan highlights workforce strategies that help shape the workforce to deliver services, operations, projects and initiatives for a local government within a defined period.

The Shire engaged the services of Mills Recruitment to lead the preparations of the revised WFP. The Plan was finalised in line with the IPRF, organisation restructure and the 2022/23 Budget.

Through the review of the WFP, it was identified that there is a need for strategic initiatives to help develop and build the capacity and capabilities of the workforce. These initiatives were adjusted through Executive feedback, with the revised key focus areas now including:

1. Organisational Environment
2. Workforce Development
3. Recruitment and Selection
4. On boarding
5. Remuneration and benefits (attraction/retention)
6. Staff Accommodation
7. Learning and development
8. Digital Platform – Workforce management & reporting
9. Performance Management
10. Safety, Health and Wellbeing
11. Workforce Policies and Procedures
12. Diversity and Inclusion.

The main revisions to the Workforce Plan are:

- a) Updated format
- b) Updated regional profile
- c) Revised linkages within Strategic Community And Corporate Business Plan
- d) Executive Vision
- e) New strategic approach with supporting actions
- f) Annual review and reporting

The revised WFP 2022 – 2026 is included as attachment 1.

### **STATUTORY IMPLICATIONS/REQUIREMENTS**

Regulation 19DA (3C) of the Local Government (Administration) Regulations 1996, *“develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning”*.

**POLICY IMPLICATIONS**

- 2.3 Designated Senior Employees and Contracted Employees
- 2.4 Gratuity Policy
- 2.5 WHS.POL.001 – Work Health and Safety Policy
- 2.6 Conflicts of Interest

**STRATEGIC COMMUNITY PLAN**

- 5 Governance - Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources
- 5.3 Leading Council for efficient and sustainable operations

**RISK MANAGEMENT CONSIDERATIONS**

Compliance – Minor  
Reputational – Minor  
Financial – Major  
Service Interruption - Moderate

**FINANCIAL IMPLICATIONS**

Resource requirements require consideration as part of the annual budget adoption process.

**VOTING REQUIREMENTS**

Simple Majority.





Shire of EAST  
**Pilbara**  
THE HEART OF THE PILBARA

**Strategic Workforce  
Plan 2022 – 2026  
Building Capability  
& Capacity**



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## Acknowledgement of Country

The Shire of East Pilbara acknowledges the Traditional Owners throughout this vast region and their continuing connection to the land, waters, and community.

We pay our respects to the members of these Aboriginal communities, their cultures, and to their Elders past, present, and emerging.



## Message from the Chief Executive Officer

The framework for the Shire's Strategic Workforce Plan "Building Capability & Capacity" 2022-2026, was determined by the time, dedication and passion that went into developing our Strategic Community Plan 2022-2032 and Corporate Business Plan 2022-2026, which itself resulted in the making of "*Creating Our Future*".

This Plan ensures the Shire also meets its obligations in accordance with the WA Local Government Act 1995 to plan and be accountable to the Community.



Local Government is a service-lead industry; therefore, it is critical the appropriate workforce is effectively and efficiently sourced, engaged and empowered to deliver organisational requirements. Developing the capability of our workforce, providing effective leadership, and embedding fit-for-purpose systems and processes will enable an agile, collaborative, and responsive workforce that will have influence on the quality of life enjoyed by our diverse community, business partners and visitors.

This plan is a living document that will be reviewed, updated, and amended to reflect the Shire's workforce requirements as the external and internal context evolves. This will require innovative and flexible options be considered to resource our workforce needs for the future to enable us to reach our commitments to community.

We are committed to our values of leadership with HEART, our vision and principles that are the building blocks to creating cohesive highly effective teams working together, creating opportunities for all, be recognised as a dynamic innovative employer in the region and a great fun place to be, grow and call home.

**Steven Harding**

Chief Executive Officer, Shire of East Pilbara

# 1. Pilbara Region Profile

Information from the Department of Primary Industries and Regional Development 2021.



The Pilbara Region is in the north of Western Australia, bordered by the Indian Ocean to the west and extending across the Great Sandy and Gibson Deserts to the Northern Territory border in the east. One of the largest regions in Western Australia, the Pilbara covers 507,896 square kilometres of unique and breathtaking natural landscapes.

The Pilbara Region consists of four local government authorities and the economy supports an estimated 63,850 jobs, representing 5.5% of the people working in Western Australia. (Map highlighted green is the Pilbara Region.

**The Shire of East Pilbara snapshot of key characteristics are:**

- **15,353 jobs (24% of 63,850 estimated jobs)**
- **Population – 10,591**
- **Unemployment rate – 1.5%**

**Major industry employer jobs:**

- **Mining 29,151 jobs**
- **Construction 11,212 jobs**

Mining, construction, and exports dominate the region's economy. The Pilbara is the State's mining powerhouse and makes a significant contribution to the national wealth with an economic output of \$100 billion, representing more than 70% of mineral and energy production in Western Australia. In addition to attracting tourists through its unique and recognized natural features, the high number of visitors to the region are largely linked to mining, construction, and travel for business.

**The Pilbara Region profile with mining and construction as major employers, combined with the low unemployment rate, the regions remoteness and transient nature of the workforce highlights why workforce planning for the Local Government industry in this region is a major challenge. As a result, it is vital that the Shire creates an employee value proposition (EVP) with short- and long-term initiatives that will support the attraction and retention of a workforce that will deliver our vision of *"Building Capability and Capacity"* across the organisation.**

## 2. Our Vision, Values & Principles

### Community Vision

- Proud, connected, and resourceful
- Caring for our vast and ancient naturescapes from desert to sea, under the endless sky
- Building on our strengths to grow and create opportunities for all

### Executive Vision – the organisation

#### Community first

- Service to the community and our customers will be at the forefront of everything we do.

#### One Organisation

- We are united in our vision, principles, and accountability to the Shire, regardless of what team we are in, where our work is based, how funding is sourced, or the ways we relate to key stakeholders.

#### Resourceful

- We will maximise the value we provide with the resources we have through efficient, modern, and innovative ways of working, communicating, and delivering services.

#### Collaborative

- We recognise our community and industry as partners in achieving the vision and will collaborate internally and externally with a focus on outcomes.

## Leadership

- Being ethical and acting with integrity
- Leading by example, being decisive, setting direction and providing good governance
- Maintaining open and transparent communication across the whole organisation

## with HEART

### Honesty

- Being truthful and acting with personal integrity
- Admitting mistakes, taking responsibility for them and being able to move on within a non-blame culture
- Build trust through reliability and consistency

### Excellence

- Striving to achieve our best outcome
- Encouraging and committing to innovation, creativity, learning and development
- Planning to deliver quality programs, projects, and services
- Recognising excellence, encouraging people to aspire to be their best and taking pride in our work

### Accountability

- Being accountable to each other, to the community, and to get things right the first time
- Being accountable to the environment and Aboriginal culture
- Being accountable to achieve the best outcome and best value for money for our community

### Respect

- Being respectful of people, their cultures, ideas, circumstances, and environment
- Being respectful of ourselves and our wellbeing, safety, appearance, and reputation

### Teamwork

- Working as a team within and beyond our organisation to achieve a common goal and vision
- Welcoming and providing feedback respectfully
- Supporting and talking to each other and sharing information
- Encouraging creatively, flexibility and resilience



## Our Principles

### **Place-based**

- Taking into account the unique characteristics, circumstances, and aspirations of the different towns and communities that make up the Shire.

### **Lifecycle based**

- Taking into account the needs and priorities at different ages and stages of life.

### **Culturally appropriate**

- Ensuring that all cultures are treated with respect and understanding, with regard and sensitivity to past experience, cultural norms and practices, and an openness to enquiry and learning.

### **Positive and proud**

- Sustaining a positive narrative, cultivating pride, building on what is strong, and empowering community-led solutions.

### **Fair**

- Committed to opportunities for all and a community that works for everyone, recognising that 'one size doesn't fit all'.

### **Collaborative**

- Working in partnership and collaboration across the public, private and community sectors, with shared vision and outcomes at the centre.



### 3. Strategic Community & Corporate Plan Framework

The strategic and corporate direction is broad, long term and driven by the community. It covers things the Shire is solely responsible for, as well as things that others (such as Federal or State Government, industry, or other stakeholders) are responsible for. It also covers areas where wider social and economic forces, including global trends are at play.

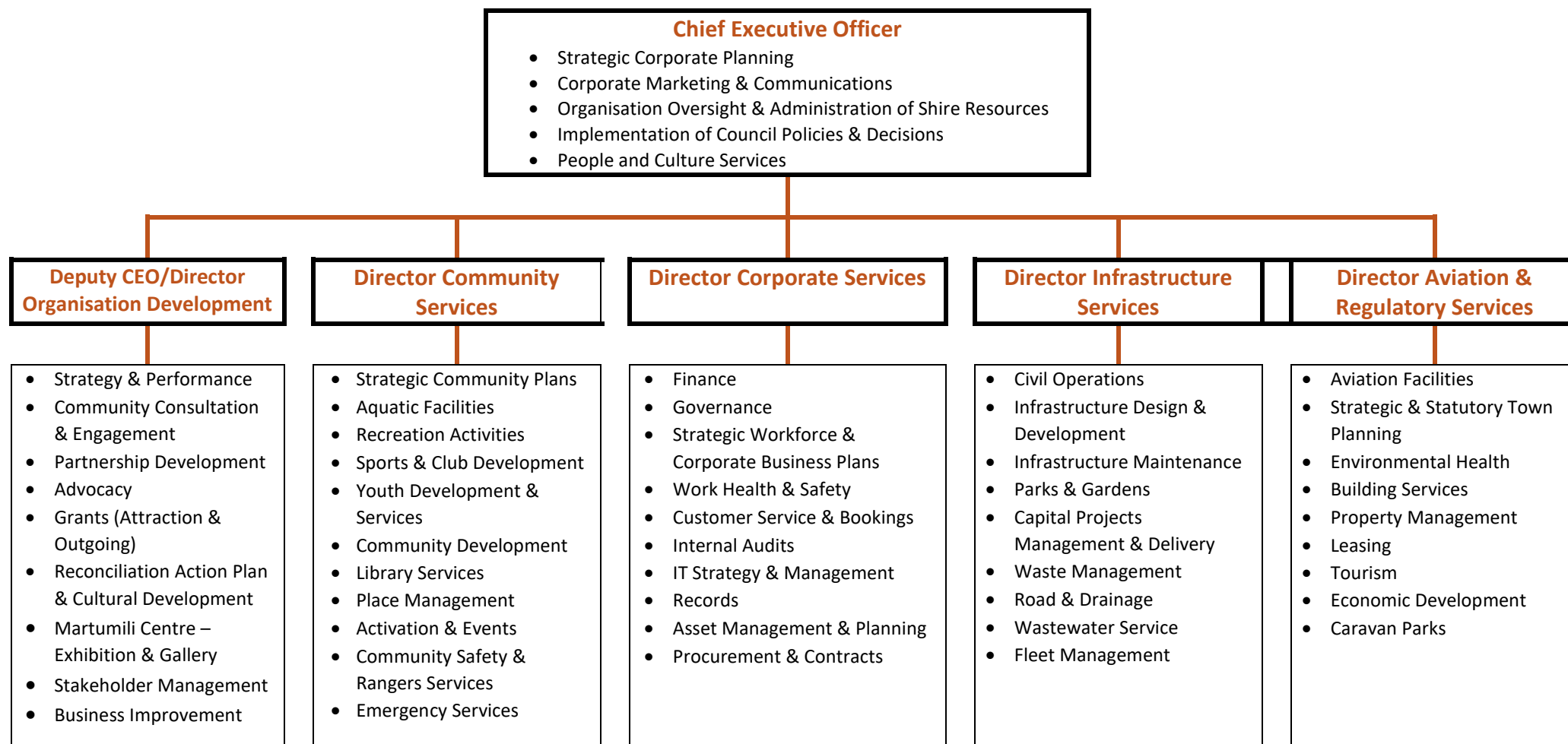
Collaboration, partnerships, and mutually reinforcing efforts towards the vision are therefore critical to the success of the Strategic Community and Corporate Business Plans. That is why one of the strategies is for the Shire to play a bigger role in civic leadership, bringing together the key players to align and coordinate activity, and stay on track to achieve the desired outcomes.

#### Key Result Areas and Outcomes Strategic Community & Corporate Business Plans

Key Result Areas	Outcomes
<b>Economic</b>	A diverse and sustainable economy, with a balanced population, providing equal opportunities and prosperity for all, and a fair share of the returns from our resources.
<b>Social</b>	Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life.
<b>Built Environment</b>	Distinctive places, with safe, easy, and affordable travel, reliable communications, housing choice, and capacity for residential, industrial, and commercial expansion.
<b>Natural Environment</b>	Clean, green towns, using resources sustainably, and preserving landscapes and cultural places for current and future generations.
<b>Governance</b>	Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources.



## 6. Organisational Structure – Services by Directorate





## 5. Integrated Planning and Reporting (IPR) Framework

The Western Australian Integrated Planning and Reporting (IPR) Framework indicated in the diagram below. Its purpose is to ensure that Council's decisions take the community's views into account and deliver the best results possible within available resources. All local governments in Western Australia follow the IPR Framework.

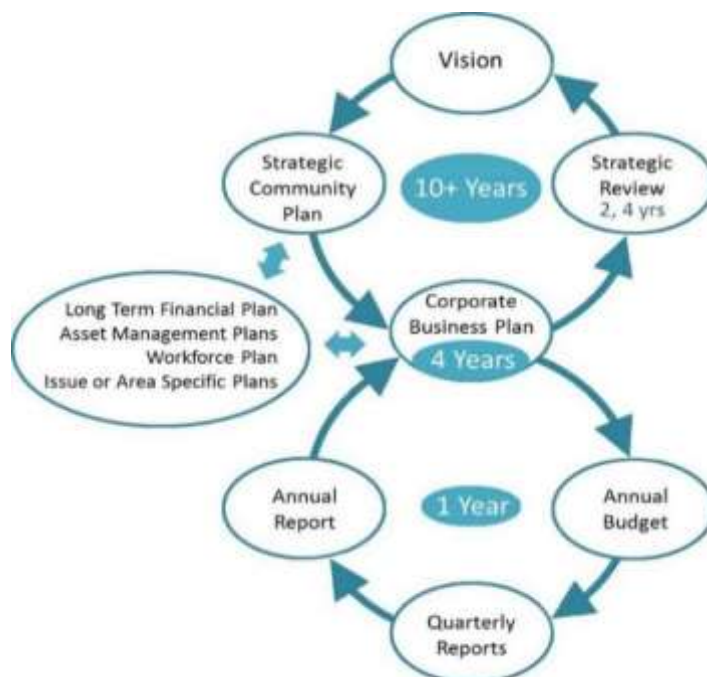
### The Planning Cycle

The Strategic Community Plan sets the scene, showing the long-term vision, priorities, objectives, and strategies for change. It is a ten-year plan. However, it is not fixed for ten years as it would be long out of date, and it needs to be a living document that reflects the communities changing needs. To maintain it currency, it is a "rolling" plan which is reviewed every two years, as shown in the figure below. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again). The IPR Plan is continuously looking ahead, so each review keeps a ten-year horizon.

The detailed implementation for the first four years is covered in the Corporate Business Plan. The Long-Term Financial Plan, Asset Management Plans and **Workforce Plan** show how the Plan will be managed and resourced.

The Annual Budget relates to that year's "slice" of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

Figure 1: Integrated Planning and Reporting Cycle



More details refer to the Department of Local Government, Sport, and Cultural Industries website:

<https://www.dlgsc.wa.gov.au/local-government/strengthening-local-government/integrated-planning-and-reporting>

## 6. Introduction – Workforce Planning & Development

Workforce planning is future-focused and based on identifying and exploring a range of alternative future scenarios. Working through this Plan will enable the organisation to analyse the potential impact of these scenarios, including

- What workforce we will need? (**demand**)
- How does the future demand compare with the workforce we have? (**supply**)
- How well do these align with the strategic direction of Council? (**capacity/capability**)

Workforce planning enables the identification of current, transitional, and future workforce supply and demand, clarifying the human resource requirements at the Shire.

While workforce planning and workforce development are commonly linked, they are not the same.

Workforce **planning** is the strategic driver of workforce development

Workforce **development** is the outcomes of workforce planning

Workforce development refers to the various activities undertaken to address any gaps and mitigate risks identified through workforce planning e.g., succession planning, knowledge management and/or job redesign, culture change, remuneration and recruitment. The process will ensure the organisation has the right people equipped with the appropriate capability and supports to enact its vision and deliver its strategic community and corporate objectives.

Workforce planning and workforce development are interdependent. Planning is pointless without execution, and execution is less effective without planning.

Workforce planning and development is part of the Shire's Integrated Planning and Reporting Framework and underpinned by organisational service plans and strategies.

As indicated in the table below, the overall Workforce Planning and Development is based on the directions set by Council Plans and Strategies. In its turn, the Workforce Plan links to budget and service planning, as well as providing the road map for actions relating to the workforce across the entire employee lifecycle.

This program of activity is led by the Executive Team, Organisational Advisor and People and Culture, focused on developing our people and our organisation with a remit across a complete end-to-end employee experience and to ensure current and future capacity and capability of our workforce.

**Table 1 Broader Context of Workforce Planning & Development**

DRIVERS	WORKFORCE PLANNING	DEVELOPMENT
<b>Internal Context:</b> <ul style="list-style-type: none"> <li>• Council Plan – other strategies, plans &amp; programs</li> <li>• Community Vision</li> <li>• Council Budgets</li> <li>• Integrated Business Planning</li> </ul>	<b>Process:</b> <ul style="list-style-type: none"> <li>• Supply analysis</li> <li>• Demand analysis</li> <li>• Equity, diversity &amp; inclusion</li> <li>• Skills Gap analysis</li> <li>• Solution formulation</li> <li>• Monitoring progress</li> </ul>	<b>Workforce Development:</b> <ul style="list-style-type: none"> <li>• Employee engagement</li> <li>• Leadership development</li> <li>• Attraction &amp; retention</li> <li>• Recruitment &amp; selection</li> <li>• Onboarding all levels</li> <li>• Talent Management</li> <li>• Health, Safety &amp; wellbeing</li> <li>• Performance development</li> <li>• Corporate knowledge capture</li> <li>• Building workforce capacity &amp; capability</li> <li>• Remuneration &amp; benefits</li> <li>• Staff accommodation housing</li> <li>• Policy &amp; Procedure development &amp; review</li> </ul>
<b>External Context:</b> <ul style="list-style-type: none"> <li>• Local Government – political, social, and economic environment factors</li> <li>• Global, National and Local Employment market trends</li> </ul>	<b>Informed by Workforce Metrics:</b> <ul style="list-style-type: none"> <li>• Digital workforce management systems</li> <li>• Workforce organizational profile data (digital platform)</li> <li>• Employee engagement survey</li> </ul>	



## 7. Anticipated Impacts on Future Workforce

The Shire's workforce operates against an inherently challenging backdrop characterised by significant regulatory obligations, dynamic industry and economic environments and a transient workforce.

Specific challenges include:

- The low level of unemployment driven by the economic market has resulted in a vacancy rate leading to capability and capacity constraints for optimum service delivery.
- Difficulty attracting and retaining people to the location and considering local government as a preferred employer against a backdrop of a mining / constructions industry and transient workforce.
- Staff housing accommodation current portfolio does not provide housing options that can support employment models, from leadership, professional, technical, contractor, casual, seasonal, or transient roles while competing against the investment in housing provided by the mining/construction sector.
- Sharing limit potential talent pools with the private sector and a less favourable employee value proposition when offering remuneration and benefits compared with larger employers such as the mining/construction industry.
- Outdated information technology systems – this will gradually impact the nature of work globally and attracting suitably skilled people to our roles is often a challenge given our remote location as modern technology is a fundamental communication tool for any future workforce.
- Ageing assets requiring significant maintenance, replacement, or refurbishment to meet the needs of not only community, tourism, and service delivery but also for our workforce in providing appropriate contemporary office accommodation at all Shire locations.
- Current and future programs and projects delivery expectations by the Shire will need periodic reviewing of our strategic priorities and the workforce capacity and capability requirement to deliver outcomes in a structure and integrated way across all directorates.

The Corporate Business Plan 2022-2026 forecasts the Capital Projects, Operational Projects and Service Level enhancement planned over the next four years and below is a summary of the projects and programs. This also provides an insight into why a continuous assessment of our workforce capacity and capability is necessary to achieve the desired outcomes for the Community.

CAPITAL WORK PROJECTS	OPERATIONAL PROJECTS & SERVICE LEVEL ENHANCEMENTS
<ul style="list-style-type: none"> <li>• Wastewater Treatment Plant (WTP)</li> <li>• Liquid Waste Ponds</li> <li>• Water Reuse Project</li> <li>• CCTV Expansion</li> <li>• Marble Bar Reseal Program</li> <li>• Rural Roads and Drainage Upgrades</li> <li>• Newman Airport Upgrades</li> <li>• Marble Bar Airstrip</li> <li>• Youth and Family Hub</li> <li>• Digital Plan Implementation</li> <li>• Lee Lane Upgrades</li> <li>• Yurlu Caravan Park Stage 2</li> <li>• Newman Swimming Pool Upgrades</li> <li>• Nullagine Swimming Pool</li> <li>• Newman Landfill</li> <li>• Multi-purpose Sporting Complex</li> <li>• Other Sport and Recreation Facility Improvements</li> <li>• Emu Oval lighting for small ball sports</li> <li>• Tourism Attraction Improvements</li> <li>• Marble Bar Geo Heritage Centre and Heritage Discoveries Trail</li> <li>• Marble Bar Swimming Pool upgrade (State infrastructure currently)</li> </ul>	<ul style="list-style-type: none"> <li>• East Pilbara Planning Strategy</li> <li>• Housing Strategy</li> <li>• Waste Strategy</li> <li>• Public Health Plan</li> <li>• Community Safety Plan</li> <li>• Cape Keraudren Master Plan</li> <li>• Coastal Management Plan Cape Keraudren</li> <li>• Marble Bar Airport Masterplan</li> <li>• Economic development planning &amp; implementation with Marble Bar, Nullagine, and remote communities</li> <li>• Marketing and Communication Strategy</li> <li>• Develop 20-year Asset Management Plan &amp; capital works program</li> <li>• Land Asset Strategy</li> <li>• Social Strategy</li> <li>• Arts and Culture Strategy</li> <li>• Reconciliation Action Plan (Innovate and Stretch)</li> <li>• Place Plans</li> <li>• East Pilbara 2050</li> <li>• Organisation Improvement Plan</li> <li>• Provide technical support services to remote communities</li> <li>• Increased focus on engaging young people in civic leadership</li> <li>• Shovel ready – project plans in readiness for State/Federal election promises</li> <li>• Increase landscaping and tree canopy</li> <li>• Increased swimming pool activities to meet the needs of community</li> <li>• Firebreak planning and maintenance</li> <li>• Destination major events</li> <li>• More accessible events to Marble Bar &amp; Nullagine, including linking those residents to Newman events</li> <li>• Play a bigger role in leadership of strategic partnerships, including the facilitation of transport and mining partnership groups</li> <li>• Strengthen collaborative growth initiatives with a focus on agriculture, mining services, Aboriginal business, and tourism</li> <li>• Work with businesses and entrepreneurs to reduce leakage from the local economy</li> </ul>





## 8. Workforce – Employee Value Proposition (EVP)

Our understanding of the anticipated impact on our workforce, outlined in section seven, currently exist and are likely to continue over the next four years, therefore it is critical that we develop an attractive employee value proposition (EVP).

Based on feedback sources through community and employee engagement, data from candidate recruitment and selection processes, and industry benchmarking the following initiatives identified as critical elements of our EVP:

1. Organisational Environment	7. Digital Platforms
2. Recruitment and Selection	8. Performance Management
3. Onboarding	9. Safety, Health, and Wellbeing
4. Remuneration and benefits	10. Policies and Procedures
5. Staff Housing & Office Accommodation	11. Diversity and Inclusion
6. Learning and development	

### Initiatives

#### 1: Organisational Environment

Initiative	A culture of one organisation that is accountable and aligned to our vision, values, and principles.	
Action	Description	Timeline
1.1	Undertake employee engagement via Management Executive Leadership Team (MELT) and Staff debriefs with particular emphasis on: <ul style="list-style-type: none"> <li>Measuring and improving employee engagement and people practices</li> <li>Promote the Shire as a dynamic creative place to live, learn and grow</li> <li>Promotes reward and recognition and celebrates successes</li> </ul>	Ongoing
1.2	Invest in our people in building our workforce capability.	ongoing
1.3	Plan to imbed vision, values, and principles throughout the organisation	ongoing

#### 2: Recruitment and Selection

Initiative	Contemporary innovative and flexible approach to recruitment and selection that ensures candidates are best fit for role and organisation.	
Action	Description	Timeline
2.1	Recruitment and selection processes are contemporary best practice, aligned to our culture, service level needs, competency framework including the use of comprehensive digital advertising platform to promote the Shire and our employee value position.	Ongoing
2.2	Provide line management with recruitment and selection training	Ongoing
2.3	Digital recruitment and selection platform implemented, maintained and reports provided to Leadership and Management	Nov 2022

### 3: Onboarding

<b>Initiative</b>	Onboarding is positive, effective, and efficient that ensures all new employees have the appropriate tools and information provided prior to commencement with the Shire.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
3.1	In Implement the onboarding digital platform, procedure and training that will ensure new employees are fully onboarded with a high satisfaction rating and within the first ten days of commencement.	Dec 2022

### 4: Remuneration & Benefits (attraction & retention)

<b>Initiative</b>	Employer brand and value proposition for our employees ensures that remuneration and benefits are provided fairly and equitably, in the context of both our organisation and the broader local government industry.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
4.1	Monitor remuneration and benefit levels within the region and across WA local governments to ensure our remuneration and benefits remains competitive.	Ongoing
4.2	Maintain a step system of remuneration which builds on the current award levels and provides opportunities for employees to be rewarded.	Ongoing
4.3	Ensure transition of award or industrial agreements from the Federal to the State system for the local government industry and report to executive team on the impact of this transition	July 2023
4.4	Implement Salary Sacrifice options within the taxation framework to support workforce attraction and retention strategies with alignment to budget.	Dec 2022

### 5: Staff Housing & Office Accommodation

<b>Initiative</b>	Develop a staff accommodation strategy that seeks to address challenges consistently faced with attracting and retention of highly (or suitably) skilled employees at all levels.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
5.1	Develop a staff accommodation strategy that considers current level of Shire housing versus future needs, variety of housing options, fair and consistent allocation of housing based on employee position, level of allowances and utilities provided, regional/industry benchmarks and budget implications.	Jan 2023
5.2	The Shire to review current office accommodation and consider a refurbishment to a modern open plan environment that will encourage collaboration and teamwork.	July 2023

## 6: Learning and Development (L&D)

<b>Initiative</b>	Focus on enhancing and promoting learning and development opportunities that align to employee and organisational needs.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
6.1	Develop and implement a contemporary L & D service delivery model provided within a digital learning platform, external and inhouse training opportunities, review policy and procedures.	Mar 2023
6.2	Develop a Corporate Training Calendar based on corporate training requirements needs that can be delivered inhouse or via digital learning modules.	June 2023
6.3	Map career paths, professional development, and further career moves and support succession planning.	Ongoing
6.4	Assess competency gaps in individuals and teams and provide effective solutions through learning and development resources.	Ongoing

## 7: Digital Platform

<b>Initiative</b>	Ensure adequate digital platforms are sourced and implemented to provide effective and efficient programs across all areas of workforce processes and will provide workforce metrics reporting capacity.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
7.1	Implement current digital platform for recruitment, selection and onboarding and provide system training throughout the organisation.	Dec 2022
7.2	Maintain HRIS and better integration with payroll and other Shire systems.	Ongoing

## 8: Performance Management

<b>Initiative</b>	Performance Management provide clarity on roles and expectations for leaders and all employees to ensure an elevated level of productivity, collaboration, and teamwork.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
8.1	Review current performance management documents and procedures to ensure alignment with our vision, values, principles, and performance standard that will encourage open honest discussion around performance.	June 2023
8.2	Performance management training for line managers that covers the annual review, day to day performance monitoring, discussions, and procedures for addressing performance matters as required but also encourage collaboration and teamwork.	Mar 2023
8.2	Implement a performance management digital platform that will capture performance standards, training needs, compliance, and career development with reporting capacity in developing an annual report to Executive Leadership team.	June 2023



## 9: Safety, Health, and Wellbeing

<b>Initiative</b>	Promoting a safe workplace and fully compliant with the Work Health & Safety (WHS) Act 2020.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
9.1	Ensure a culture of safety, health, and wellbeing through continuous training, raising education awareness, compliance (through annual audit process).	Ongoing

## 10: Policies & Procedures

<b>Initiative</b>	All policies and procedures embrace the principles of fairness and equity, recognises diversity in the workplace, reflect contemporary practices and are compliant with relevant legislation and regulations.	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
10.1	Continuous review of policies and procedures to ensure they are in line with best practice people management and legislative requirements and captured within the Shires record keeping platforms and reflect contemporary practices.	Ongoing
10.2	Executive to approve all new or reviewed policies prior to implementation.	Ongoing
10.3	Ensure consistent and accurate interpretation of policy and procedures across the whole organisation supported by relevant training as required.	Ongoing

## 11: Diversity and Inclusion

<b>Initiative</b>	Encourage diversity by providing opportunities for employment across the organisation that are reflective of our community and supported by the Disability Access and Inclusion Plan (DAIP) and Reconciliation Action Plan (RAP).	
<b>Action</b>	<b>Description</b>	<b>Timeline</b>
11.1	Provide workforce diversity training across the organisation and include appropriate training modules in the annual corporate training plan.	Ongoing
11.2	Work with partners internally and externally in building traineeships, internships, apprenticeships across the organization.	Ongoing
11.3	Attract applicants that are reflective of our community in line with DAIP and RAP in all positions through the recruitment and selection process.	Ongoing

## 9. Workforce Profile 2021/22

The Shire is committed to developing an efficient and effective workforce which is reflective of the community within which we work. Given the recent organisational restructure our workforce profile is based on data for budget year 2021/22.

WORKFORCE – BY DIRECTORATES			
	DIRECTORATE	FTE	Headcount (incl. casuals)
1	Chief Executive Office	16.00	16
2	Organisation Development/Deputy CEO	10.50	11
3	Aviation & Regulatory Services	14.03	15
4	Corporate Services	22.72	24
5	Community Services	45.25	78
6	Infrastructure Services	51.10	58
	<b>TOTAL</b>	<b>159.60</b>	<b>202</b>

TURNOVER & VACANCY RATE		
<b>Turnover</b>	<ul style="list-style-type: none"> <li>Based on voluntary terminations excl. seasonal workforce &amp; new positions not filled</li> </ul>	29.87%
<b>Vacancy rate</b>	Positions not filled as of 1 July 2022 <ul style="list-style-type: none"> <li>Core positions (41 fte)</li> <li>Casual/seasonal position (8.33 fte)</li> <li>New positions not filled (9 fte)</li> </ul>	24.83% 5.04% 5.45%

EMPLOYEE PROFILE		
<b>Gender</b>	Female Male	58% 42%
<b>Diversity</b>		
Employees - not compulsory to provide data in these categories via the Diversity questionnaire	Indigenous <b>(mainly Martumilli Centre)</b> Culturally, linguistically diverse People with disabilities	28.5% 29.3% 0%
<b>Length of Service</b> <b>(headcount)</b>	Under 12 months 1-2 years 2-4 years 4-6 years 6-10 years 10+ year	65 54 35 23 14 11
<b>Age</b> <b>(headcount)</b>	Under 25 years 25-34 years 35-44 years 45-54 years 55-65 years Over 65 years	43 54 39 24 29 13

## 10. Conclusion

The Plan will be reviewed as required but at a minimum every two years in conjunction with the Shire's Integrated Financial Planning, budgets, capital work projects, programs and service level plans.

The Chief Executive Officer and the Executive Leadership Team will be responsible for leading the review process for the purpose of:

- Assessing progress against planned strategies and actions.
- Identifying any shift in external or internal context which warrants changes or additions to planned strategies and actions.
- Monitoring actual costs and benefits against the plan and projections made through the budgeting process.

A comprehensive review of the Plan in the context of emerging external factors will be undertaken during budget year 2023/24. With considerable progress made in the execution of Shire initiatives, capital works, and programs over the next four years, it is anticipated that our workforce requirements will change, with a need to increase our capacity and ensure sufficient capability to support the ongoing operational and service delivery models.

### Reporting

The People & Culture Team will be responsible for coordinating quarterly updates on the progress of implementing the identified initiative of this Plan to the Chief Executive Officer and Executive Leadership Team.

### Conclusion

The Shire's Strategic Workforce Plan provides a roadmap for building greater community stakeholder engagement and belonging, supported by streamlined processes and system and, above all priorities, our workforce and their contribution to safety, wellbeing, development, and future-readiness.

These factors must be in place and supported by all for the strategy of *"building capability and capacity"* to be successful and to deliver for our community.



### 11.2.3 STATEMENT OF BUSINESS ETHICS

**Attachments:** [Appendix 1 Statement of Business Ethics](#)  
**Responsible Officer:** Steven Harding  
Chief Executive Officer  
**Author:** Joshua Brown  
Manager Governance, Risk and Procurement  
**Proposed Meeting Date:** 26 August 2022  
**Location/Address:** N/A  
**Name of Applicant:** N/A  
**Author Disclosure of Interest:** Nil

#### **COUNCIL DECISION / OFFICER'S RECOMMENDATION** (Resolution No: 2022/ 96)

**Moved:** Cr Baer  
**Seconded:** Cr McWhirter-Brooks

**That Council:**

- 1. Endorses the Statement of Business Ethics for public consultation for a period of fourteen (14) days; and**
- 2. Adopts the Statement of Business Ethics subject to there being no substantive changes recommended through the public consultation.**

**CARRIED UNANIMOUSLY**  
**RECORD OF VOTE: 8/0**

**For:** Shire President, Deputy Shire President, Crs Anick, Baer, Coppin, Landy, Lockyer, Kular

**Against:** Nil

### **REPORT PURPOSE**

For Council to consider the adoption of a statement of business ethics.

### **BACKGROUND**

The Shire has commenced a process to identify business improvement opportunities and to enhance the accountability and transparency of decision making. The adoption of a Statement of Business Ethics will clearly outline the Council's expectations with respect to the conduct of contractors and others with whom the Shire does business. It is commonplace and best practice for local governments to adopt such statements and to promote them widely.

## **COMMENTS/OPTIONS/DISCUSSIONS**

The proposed Statement of Business Ethics is intended to provide guidance for all sectors of the community when conducting business with the Shire of East Pilbara. It clearly establishes the ethical ground rules for all business dealings between the Shire and its suppliers including, but not limited to, providers of goods and services, contractors, tenderers and consultants.

The Statement sets out Council's expectations for Council officials and the requirements for the private sector when undertaking business with Council. It defines Council's ethical standards and obligations, and establishes Council's expectation that all suppliers will be aware of and comply with these standards. It also provides suppliers with an understanding of what to expect from the Shire undertaking business with the local government. The Statement outlines Council's core values and aims to increase the private sector's awareness of and respect for these values. The Statement outlines the consequences for Council officials and suppliers of not complying with the requirements as outlined.

## **STATUTORY IMPLICATIONS/REQUIREMENTS**

Consistent with the Council's statutory obligations.

## **POLICY IMPLICATIONS**

The proposed policy will create a clear position with respect to ethic business dealings between the local government and contractors and suppliers.

## **STRATEGIC COMMUNITY PLAN**

### **5: Governance**

Governance

G1 Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources.

G1.1 Continued focus on good governance, transparency and community and stakeholder engagement in significant decisions, including place-based plans.

G1.4 Ensure a high standard of organisational management and effectiveness

## **RISK MANAGEMENT CONSIDERATIONS**

Financial, Compliance, Reputational – Major

## **FINANCIAL IMPLICATIONS**

No financial resource impact.

## **VOTING REQUIREMENTS**

Simple Majority.

# Statement of Business Ethics

## APPENDIX 1

Responsible Directorate	Corporate Services
Responsible Officer	Manager Governance, Risk and Procurement
File No.	

### 1. Policy Objective

The Statement of Business Ethics provides guidance for businesses, organisations and other sectors of the community, undertaking business with the Shire of East Pilbara ("the Shire"). It outlines the Shire's ethical standards and expectations that goods and service providers and contractors will comply with these standards in all their dealings with the Shire. This Statement also outlines what goods and service providers and contractors can expect from the Shire.

### 2. Our key business principles

- **Ethics and integrity** - The Shire and its employees shall observe the highest standards of ethics and integrity in undertaking purchasing activities and act in an honest and professional manner. All parties are to be treated equitably, consistently, impartially and fairly.
- **Value for money** - The Shire will procure goods and services that offer the best value for money. Best value for money does not automatically mean the lowest price. Rather the Shire will balance all relevant factors including initial cost, whole-of life cost, quality, reliability and timeliness in determining true value for money.
- **Transparency and accountability** - Business activities are to be open, transparent, comply with relevant legislation and the Shire's policies, procedures and practices. The Shire's business dealings will be transparent and open to public scrutiny wherever possible.
- **Sustainability** - The Shire is committed to setting up efficient, effective, economical and sustainable procedures in all purchasing activities and to consider environmental and social impacts when purchasing goods and services.

### 3. What you can expect from the Shire

The Shire will ensure all its policies, procedures and practices relating to tendering, contracting and the purchase of goods and services are consistent with the law, industry leading practice and the highest standards of ethical conduct.

All employees, contractors and volunteers are bound by the Shire's Code of Conduct for Local Government Employees, Contractors and Volunteers. Councillors, committee members, and candidates are bound by the Code of Conduct for Council Members, Committee Members and Candidates. Each Code of Conduct requires those bound by them to be accountable for their actions and will:

- Use public resources effectively and efficiently.
- Avoid any conflicts of interest (whether real, perceived or potential).
- Deal with all individuals and organisations in a fair, honest and ethical manner.
- **Never seek gifts or other personal benefits.**

In addition, all Shire procurement activities are guided by the following principles:

- All suppliers (whether invited to lodge a submission through tendering or other request for quotation process) will be treated with impartiality and fairness, and given equal access to information to assist with quotations, tendering or supply.
- Energy-efficient equipment, products containing recycled materials and environmentally friendly products will be purchased wherever reasonably possible taking into account best value for money considerations.
- All procurement activities and decisions will be fully and clearly documented to provide an effective audit trail and to allow for effective performance review of contracts.
- Tenders will not be called unless the Shire has a firm commitment to proceed to contract although the Shire reserves the right not to proceed with any tender or quotation so advertised.
- All contracts that involve services to the public will be undertaken in a manner consistent with the Shire's Disability Access and Inclusion Plan 2020-2025.
- The Shire will not disclose confidential or proprietary information.
- The Shire will provide public services to all on an equitable basis. Fees for services will be charged at the rates approved by Council.
- Shire equipment and resources will be made available for use on payment of the fee approved by Council or as per the terms of a contract between the Shire and other party.
- The use of Shire equipment and resources is subject to the Shire's Codes of Conduct.

#### **4. What the Shire expects from goods and service providers and contractors**

All providers of goods and services and contractors to the Shire must:

- Comply with all Australian Laws, regulations and workplace standards.
- Operate in a safe manner in compliance with the Workplace, Health and Safety Act.
- Act ethically, honestly and fairly when dealing with the Shire.
- Be aware of the Shire's policies, guidelines and procedures relating to purchasing, including this Statement (available on the Shire's website).
- Not offer Shire employees, Elected Councillors, contractors, sub-contractors and consultants any financial inducements, or any gifts or other benefits (including employment).
- Not seek discounts on fees and charges for Shire provided public services.
- Not engage in any form of collusion.
- Declare any actual, perceived or potential conflicts of interests.
- Give reliable advice and accurate information when requested.
- Notify the Shire immediately if there are any errors or omissions in documents.
- Consider the environmental and local economic impacts when providing goods and services.
- Take all necessary steps to ensure the supply of goods and services is sourced in an ethical and socially responsible manner.
- Not discuss Shire business or information in the media.
- Take all necessary measures to prevent the disclosure of confidential information.
- Immediately report any unethical behaviour (actual or perceived).



## **5. Why is compliance important?**

By complying with this Statement of Business Ethics, all sectors of the community undertaking business with the Shire will be able to advance objectives and interests fairly and ethically.

Non-compliance with the Shire's ethical standards whilst undertaking business with the Shire and/or improper or unethical conduct could lead to consequences such as termination of contracts, exclusion from future procurement and business activities or loss of future work with the Shire. Overall business reputations can also be adversely impacted if corrupt and criminal behaviour is made public. The Shire has a legal obligation to report any reasonably suspected case of corruption to the WA Corruption and Crime Commission.

Complying with the Shire's business principles will also prepare your business for dealing with the ethical requirements of other local governments and public sector agencies.

## **5. How do I reporting suspected wrongdoing?**

If you are concerned about a possible breach of this Statement, or about any conduct that could involve fraud, corrupt conduct, maladministration or serious and substantial waste of public funds, please contact the Shire's Chief Executive Officer, Complaints Officer or Public Interest Disclosures Officer.

Where there is a reasonable suspicion of corrupt conduct by a Shire officer, the Chief Executive Officer must report it to the Corruption and Crime Commission.

Shire officers may make a Protected Interest Disclosure (or 'whistleblower' complaint) by contacting a Public Interest Disclosures Officer.

Contact details and further information on reporting suspected wrongdoing are available on the Shire's website and staff intranet.

### **Guidance notes**

#### **Incentives, gifts and benefits**

The Shire's employees, Elected Councillors, Committee members, contractors and suppliers must not be offered incentives, gifts or benefits because of business relationships.

#### **Conflicts of interest**

All Shire employees, Elected Councillors, Committee members, contractors and suppliers must disclose any actual, perceived or potential conflicts of interest. The Shire requires this of all persons, organisations and sectors of the community undertaking business with the Shire.

#### **Confidentiality**

Information which is marked confidential, or which a reasonable person would expect to be confidential, must be treated as such.

#### **Communication between parties**

All communication shall be clear, direct and accountable to minimise the risk or perception of inappropriate influence being brought to bear on the business relationship.



**Use of Shire equipment, resources and information**

All Shire equipment, resources and information must only be used for acceptable purposes.

**Contracting employees**

All contracted and subcontracted employees are expected to comply with this Statement. If subcontractors are employed to assist with work for the Shire, they must be made aware of this Statement.

**Intellectual property rights**

All parties are to respect intellectual property rights and formally negotiate any access, licence or use of intellectual property.

**Safety**

All parties shall observe legal and moral obligations to protect the safety of Shire employees, Elected Councillors, Committee members, contractors and suppliers, and the public.

**Regional Price Preference**

The Shire encourages the development of competitive local businesses. This is supported by Council's Regional Price Preference Policy.

**Authorisation Details**

<b>Authorised by:</b>	Council		
<b>References</b>	Local Government Act 1995		
<b>Related Procedures</b>			
<b>Date Adopted by Council</b>	26 August 2022	<b>Item No.</b>	
<b>Review/Amendment Date</b>		<b>Item No.</b>	
<b>Next Review</b>	Every 2 years		

#### 11.2.4 CREDITORS FOR PAYMENT

**Attachments:** [Appendix 1 Cheques July 2022](#)  
[Appendix 2 Direct Debit July 2022](#)  
[Appendix 3 EFT Payments July 2022](#)  
[Appendix 4 MasterCard Payments July 2022](#)

**Responsible Officer:** Steven Leeson  
Director Corporate Services

**Author:** Courtney Blockey  
Senior Finance Officer

**Proposed Meeting Date:** 26 August 2022

**Location/Address:** N/A

**Name of Applicant:** N/A

**Author Disclosure of Interest:** Nil

#### **COUNCIL DECISION / OFFICER'S RECOMMENDATION** (Resolution No: 2022/ 97)

**Moved:** Cr Baer

**Seconded:** Cr McWhirter-Brooks

**That Council endorses the below payments for the period of 7 July 2022 to 28 July 2022:**

<b>EFT Payments</b>	<b>\$3,480,587.20</b>
<b>MasterCard</b>	<b>\$24,929.34</b>
<b>Cheque Payments</b>	<b>\$254.64</b>
<b>Direct Payments</b>	<b>\$289,068.53</b>

**CARRIED UNANIMOUSLY**  
**RECORD OF VOTE: 8/0**

**For:** Shire President, Deputy Shire President, Crs Anick, Baer, Coppin, Landy, Lockyer, Kular

**Against:** Nil

#### **REPORT PURPOSE**

To seek Council endorsement of payment to creditors.

#### **BACKGROUND**

As per the attachment list, outlines payments made to creditors since the Council meeting on 22 July 2022.

**COMMENTS/OPTIONS/DISCUSSIONS**

<b>FUND</b>	<b>VOUCHER</b>	<b>AMOUNT</b>
EFT Payments	EFT64338 – EFT64719	\$3,480,587.20
MasterCard		\$24,929.34
	<b>Total</b>	<b>\$3,505,516.54</b>
Cheque Payments	25211 - 25212	\$254.64
Direct Payments	DD16915.1 – DD16915.23	\$289,068.53
	<b>Total</b>	<b>\$289,322.64</b>
	<b>GRAND TOTAL</b>	<b><u>\$3,794,839.28</u></b>

*Please note the Shire's accounts payable system allows only a limited field for the description of goods/services purchased, therefore the description shown on the attached Schedule of Accounts may not be shown in its entirety.*

**CANCELLED AND UNUSED CHEQUES:**

**UNUSED CHEQUES**

NIL

**CANCELLED CHEQUES & EFTS**

EFT64532 - EFT64533

**STATUTORY IMPLICATIONS/REQUIREMENTS**

Local Government (Financial Management) Regulations 1996)  
Part 2 – General Financial Management  
Reg. 11

- (1) *A local government is to develop procedures for the authorisation of, and the payment of, accounts to ensure that there is effective security for, and properly authorised use of:*
- (a) *cheques, credit cards, computer encryption devices and passwords, purchasing cards and any other devices or methods by which goods, services, money or other benefits may be obtained; and*
  - (b) *petty cash systems.*

Local Government (Financial Management) Regulations 1996  
Part 2 – General financial management  
Reg. 12

- (1) *A payment may only be made from the municipal fund or the trust fund:*
- (a) *if the local government has delegated to the CEO the exercise of its power to make payments from those funds – by the CEO; or*
  - (b) *otherwise, if the payment is authorised in advance by a resolution of the council.*

- (2) *The council must not authorise a payment from those funds until a list prepared under regulation 13(2) containing details of the accounts to be paid has been presented to the Council.*

## **POLICY IMPLICATIONS**

### 3.12 CORPORATE CREDIT CARD

### 3.14 PROCUREMENT AND TENDER PROCEDURES POLICY

## **STRATEGIC COMMUNITY PLAN**

### **5: Governance**

#### Governance

- G1 Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources.
- G1.1 Continued focus on good governance, transparency and community and stakeholder engagement in significant decisions, including place-based plans.
- G1.4 Ensure a high standard of organisational management and effectiveness

## **RISK MANAGEMENT CONSIDERATIONS**

Compliance – Medium – Breach of *Local Government Act 1995*.

## **FINANCIAL IMPLICATIONS**

Total expenses of \$3,794,839.28

## **VOTING REQUIREMENTS**

Simple Majority.

# APPENDIX 1

Chq/EFT	Date	Name	Description	Amount
25211	07/07/2022	THOMAS NELSON	Rates refund for assessment A702675	-178.26
25212	28/07/2022	FMG Pilbara Pty Ltd	Rates refund for assessment A703197	-76.38
Total				-254.64

# APPENDIX 2

Chq/EFT	Date	Name	Description	Amount
DD16915.1	10/07/2022	Aware Super	Superannuation	-29733.57
DD16915.2	10/07/2022	ANZ SMART CHOICE SUPER	Superannuation	-866.01
DD16915.3	10/07/2022	Shane Donation Super Fund	Superannuation	-739.13
DD16915.4	10/07/2022	PLUM SUPERANNUATION	Superannuation	-355.52
DD16915.5	10/07/2022	QSuper	Superannuation	-1543.10
DD16915.6	10/07/2022	Wereta Family	Superannuation	-238.01
DD16915.7	10/07/2022	EQUIPSUPER	Superannuation	-807.69
DD16915.8	10/07/2022	Voyage Superannuation	Superannuation	-565.39
DD16915.9	10/07/2022	The Trustee for Eugene Hepi	Superannuation	-609.82
DD16916.1	10/07/2022	Aware Super	Superannuation	-931.37
DD16917.1	10/07/2022	Aware Super	Superannuation	-150.23
DD16917.2	15/07/2022	Aware Super	Superannuation	-40.43
DD16918.1	10/07/2022	Aware Super	Superannuation	-496.47
DD16919.1	10/07/2022	Aware Super	Superannuation	-17.02
DD16920.1	10/07/2022	Aware Super	Superannuation	-88.59
DD16920.2	16/07/2022	Aware Super	Superannuation	-28.58
DD16934.1	21/07/2022	Aware Super	Superannuation	-231919.18
DD16915.10	10/07/2022	UNISUPER	Superannuation	-2022.76
DD16915.11	10/07/2022	ESSENTIAL SUPER	Superannuation	-277.87
DD16915.12	10/07/2022	Hostplus	Superannuation	-5306.94
DD16915.13	10/07/2022	Australian Retirement Trust	Superannuation	-61.45
DD16915.14	10/07/2022	The Trustee for Heyworth	Superannuation	-30.53
DD16915.15	10/07/2022	TWU Super	Superannuation	-384.52
DD16915.16	10/07/2022	ANZ Smart Choice Super (	Superannuation	-319.83
DD16915.17	10/07/2022	COLONIAL FIRST STATE	Superannuation	-855.80
DD16915.18	10/07/2022	AUSTRALIAN SUPER	Superannuation	-5659.92
DD16915.19	10/07/2022	REST SUPERANNUATION	Superannuation	-1506.88
DD16915.20	10/07/2022	BT SUPER FOR LIFE	Superannuation	-1900.85
DD16915.21	10/07/2022	AMP	Superannuation	-459.98
DD16915.22	10/07/2022	AUSTRALIAN ETHICAL SUPER	Superannuation	-870.21
DD16915.23	10/07/2022	MLC MASTERKEY SUPER	Superannuation	-280.88
Total				-289068.53

# APPENDIX 3

Chq/EFT	Date	Name	Description	Amount
EFT64338	07/07/2022	BUGAI WHYOUTLER	Artist Payment Ref #13615	-\$ 2,000.00
EFT64339	07/07/2022	Brett Bidu	Artist Payment Ref #13513	-\$ 450.00
EFT64340	07/07/2022	CORBAN CLAUSE WILLIAMS	Artist Payment Ref #13514	-\$ 300.00
EFT64341	07/07/2022	Derrick Butt	Artist Payment Ref #13609	-\$ 6,000.00
EFT64342	07/07/2022	JUDITH ANYA SAMSON	Artist Payment Ref #13610	-\$ 440.00
EFT64343	07/07/2022	KUMPAYA GIRGIRBA	Artist Payment Ref #13616	-\$ 300.00
EFT64344	07/07/2022	Lynette Rowlands	Artist Payment Ref #13608	-\$ 368.50
EFT64345	07/07/2022	MARIANNE BURTON	Artist Payment Ref #13612	-\$ 500.00
EFT64346	07/07/2022	MULYATINGKI MARNEY	Artist Payment Ref #13617	-\$ 300.00
EFT64347	07/07/2022	NOREENA KADIBIL	Artist Payment Ref #13606	-\$ 196.75
EFT64348	07/07/2022	Victor Burton	Artist Payment Ref #13481	-\$ 100.00
EFT64350	07/07/2022	Ali Afshang	Engineers Australia Membership	-\$ 574.00
EFT64351	07/07/2022	Austindo Engineering Pty Ltd	Various Works - Town Square water leak repair, Junior Sports toilet repair and kiosk repairs - Shire housing repairs	-\$ 7,931.50
EFT64352	07/07/2022	BHP BILLITON IRON ORE PTY LTD	Electricity Charges for the period 8/02/22-9/4/22	-\$ 3,557.47
EFT64353	07/07/2022	Baileys Fertiliser (AKC Pty Ltd)	Transport of landscape soil bulk and natures mulch bulk	-\$ 82,984.00
EFT64354	07/07/2022	Binbirri Contracting Pty Ltd	Supply and operate machinery for Stage 4 Drainage on Boreline Road, Stage 1 Subgrade formation of the Kiwirrkurra Access Road, Stage 4 resheeting on Desert Road	-\$ 347,600.00
EFT64355	07/07/2022	Blackwoods	Supply clothing items and tools for Waste Department	-\$ 975.48
EFT64356	07/07/2022	CADD Building Construction and Maintenance Pty Ltd	Storeroom to be relined, plastered, painted and power, Shed to be provided with lights and power for Shire property	-\$ 7,731.30
EFT64357	07/07/2022	CELLARBRATIONS AT NEWMAN	Purchase for events	-\$ 391.80
EFT64358	07/07/2022	CLEVER PATCH	Arts and crafts supplies for NAIDOC Library supplies	-\$ 145.26
EFT64359	07/07/2022	COATES HIRE OPERATIONS PTY LTD	Hire Of 1 Rammer Compactor	-\$ 127.71
EFT64360	07/07/2022	CUSTOMER FIRST CONTRACTING PTY LTD	Various works - Visitor Centre water leak repair, Shire admin office toilet repair, Miners promise toilet repair, Newman Rec centre graffitti, newman rangers depo maintenance to dog facilities, Senior Sports repairs	-\$ 24,099.71
EFT64361	07/07/2022	Centurion Transport Co Pty Ltd	Freight purchase for depot	-\$ 59.32
EFT64362	07/07/2022	Coastmac Pty Ltd ta Coastmac Trailers	Trailer tyres	-\$ 1,420.00
EFT64363	07/07/2022	Coerco Pty Ltd	3 x Poly water tanks fittings and freight	-\$ 43,407.10
EFT64364	07/07/2022	Corporate Travel Management Group Pty Ltd	Flights and accomodation	-\$ 1,425.72

EFT64365	07/07/2022 Crawford Realty Newman	Rental Payment for January - June 2022	-\$	630.00
EFT64366	07/07/2022 DESART	Annual subscription to SAM database and Desart	-\$	550.00
EFT64367	07/07/2022 Dick Tracey Contracting Pty Ltd	Carry our emergency road repairs around Newman - Vegetation Maintenance at Newman Caravan Park - Works at Newman Depot - Water trees - Maintenance works at Radio Hill - Vegetation works at Airport and Stan/Ella Park	-\$	45,666.50
EFT64368	07/07/2022 Dukepa - Gary Earl-Spurr	Translation work for fire film	-\$	108.00
EFT64369	07/07/2022 Dunnings	Deliver 4300 liters of Diesel to grader driver at Jigalong Road	-\$	10,509.18
EFT64370	07/07/2022 EAST PILBARA EARTHMOVING PTY LTD	Hire of Plant operators and camp for Gravel Resheet Punmu Access Road	-\$	279,985.75
EFT64371	07/07/2022 EMP Industrial Australasia Pty Ltd	Purchase of materials for project works	-\$	1,897.50
EFT64372	07/07/2022 EVERARD LEGAL	Provision of legal advice	-\$	687.50
EFT64373	07/07/2022 East Pilbara Excavations Pty Ltd	Excavator hire for nursery irrigation	-\$	385.00
EFT64374	07/07/2022 East Pilbara Race Club	2x table bookings for the Social Club at the Newman Cup 2022	-\$	1,560.00
EFT64375	07/07/2022 Emma Landers	Reimbursement for replacement spare tyres - EPS101	-\$	313.00
EFT64376	07/07/2022 Eric Plet	Data Reimbursement 28/05/22 - 27/06/22	-\$	125.00
EFT64377	07/07/2022 FLEX FITNESS	Gym equipment for pro shop	-\$	180.00
EFT64378	07/07/2022 Frank Ashworth	Data Reimbursement 26/05/22 - 25/06/22	-\$	100.00
EFT64379	07/07/2022 GALJO PTY LTD T/A EAST PILBARA TYRE SERVICE	Tyre Repair on Shire vehicle 1GTS236	-\$	44.00
EFT64380	07/07/2022 GALVINS PLUMBING SUPPLIES	Supply pressure pump for grader for works	-\$	1,482.80
EFT64381	07/07/2022 GM Multimedia Pty Ltd	Purchase of 2 HD Digital projectors and Screens	-\$	3,445.00
EFT64382	07/07/2022 Georgie O'Halloran	Electricity Charges 08/04/22 - 02/06/22	-\$	100.76
EFT64383	07/07/2022 HAOMA MINING NL	Rates refund for assessment A702341	-\$	3,240.83
EFT64384	07/07/2022 IPEC PTY LTD (NG5040)	Freight charges for the month of July 2022	-\$	715.97
EFT64385	07/07/2022 Jarod Mellor	Electricity Charges 06/04/22 - 19/04/22	-\$	87.40
EFT64386	07/07/2022 Joshua Brown	Electricity Charges 06/04/22 - 02/06/22	-\$	131.08
EFT64387	07/07/2022 KOMATSU AUSTRALIA PTY LTD	Supply Parts to machinery	-\$	242.81
EFT64388	07/07/2022 Helene Pty Ltd T/as LO-GO APPOINTMENTS WA""	Labour Hire	-\$	2,383.52
EFT64389	07/07/2022 MARKETFORCE	Advertising in West Australian for vacant position - Concrete & Brick Paving Works Newman Aquatic Centre	-\$	1,164.19
EFT64390	07/07/2022 Marble Bar Community Resource Centre	Marble Bar Mirage February 2022 advertising	-\$	197.50
EFT64391	07/07/2022 Marisa Leanne Wolfenden	Reimbursement for products purchased on own card - Carpet Cleaner	-\$	389.75
EFT64392	07/07/2022 Mark Keogh (4x4 Training)	Childcare First Aid Training for 6 employees	-\$	199.00
EFT64393	07/07/2022 Minuteman Press Perth	Didactics and wall vinyl decals for Waru exhibition	-\$	2,869.74



EFT64394	07/07/2022 Modern Teaching Aids Pty Ltd	SST132-W SafeSpace - Evacuation Cot & Mattress White	-\$	1,619.92
EFT64395	07/07/2022 NEWMAN HOME HARDWARE & ICE PLUS	Purchase of tools, Gas, security products for Shire facilities and maitnenance	-\$	4,806.11
EFT64396	07/07/2022 Newman Hotel Motel	Accommodation and Meals for Contractor Crew	-\$	4,515.00
EFT64397	07/07/2022 Newman Mainstreet Project T/A Red Desert Events	Hire of Tables (round, wooden, 10 seater) for Shire event	-\$	200.00
EFT64398	07/07/2022 North West Defence Alliance	Shire of East Pilbara will contribute \$5000 to the NWDA Budget for 2022-23 as per our meeting of June 2nd	-\$	5,000.00
EFT64399	07/07/2022 Northern Districts Transport Services	Tow from Newman Youth Centre to PMG - 22 June	-\$	220.00
EFT64400	07/07/2022 Nully Pty Ltd T/A Nullagine Hotel	Nullagine Hotel Accomdation 24 June 2022	-\$	1,200.00
EFT64401	07/07/2022 OFFICE LINE	Purchase of remote furniture for Martumili remote work	-\$	2,477.20
EFT64402	07/07/2022 PARNNGURR ABORIGINAL	Fuel for drive back to Newman from Parnngurr	-\$	282.35
EFT64403	07/07/2022 PERMEATE PARTNERS PTY LTD	Cape Keraudren - RO Water Treatment Unit Variation - Accomodation and Fuel	-\$	9,093.70
EFT64404	07/07/2022 PGS Security Pty Ltd	Supply and install security screening to Martumili	-\$	6,050.00
EFT64405	07/07/2022 PILBARA ELECTRICAL	Supply goods for grader camp	-\$	484.00
EFT64406	07/07/2022 PILBARA MOTOR GROUP	Service of Martumili bus 1DXF123	-\$	3,741.16
EFT64407	07/07/2022 Phoebe Jones	Yoga sessions for the periods of 11 April - 22 May and Term 2 - 7 sessions for 55 minutes	-\$	1,800.00
EFT64408	07/07/2022 Royal Pride Pty Ltd	2022 Pilbara Lightshow - Full AV installation and delivery of artwork projection	-\$	92,000.00
EFT64409	07/07/2022 SEEK LIMITED	SEEK - Job Advertisement	-\$	605.00
EFT64410	07/07/2022 SHOP FOR SHOPS	Hangers for gallery shop	-\$	241.00
EFT64411	07/07/2022 STOCKMAN ENGINEERING	Supply parts for machinery	-\$	8,591.00
EFT64412	07/07/2022 Seasons Hotel - Jerry (Business) CT Pty Ltd aft Newman Hotel (Business) Trust	Accommodation for councillors for Reconciliation Ball	-\$	1,190.50
EFT64413	07/07/2022 Spick and Span Commercial Property Maintenance Pty Ltd	Monthly clean of Shire Facilities - Airport, Depot, Shire administration Office etc	-\$	35,466.20
EFT64414	07/07/2022 UNIFORMS AT WORK PTY LTD	Uniform order for Employees	-\$	1,833.70
EFT64415	07/07/2022 VicFlow Pty Ltd	Hire and Delivery of a Water Truck for work projects	-\$	23,716.00
EFT64416	07/07/2022 WATERCHOICE (AUST) PTY LTD	Lease 2x water filtration systems - East Pilabra Arts Centre (Martumili)	-\$	650.00
EFT64417	07/07/2022 WEST AUSTRALIAN NEWSPAPERS LIMITED	North West Telegraph, Shire Update half page ad for the 2021/22 financial year	-\$	518.70
EFT64418	07/07/2022 WESTRAC PTY LTD	Batteries - Newman Landfill	-\$	1,387.10
EFT64419	07/07/2022 Woolworths (WA) Ltd	Groceries for Shire facilities, remote worker, Martumili and Youth Centre	-\$	508.22

EFT64420	11/07/2022 Adrienne Mortimer	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64421	11/07/2022 Anita Marlene Grace	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64422	11/07/2022 Annabell Landy	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64423	11/07/2022 Anthony Middleton	Councillor Sitting Fees July 2022	-\$	6,490.08
EFT64424	11/07/2022 David Kular	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64425	11/07/2022 KAREN LOCKYER	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64426	11/07/2022 Lang Tree Eric Coppin	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64427	11/07/2022 Matthew Anick	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64428	11/07/2022 Peta Baer	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64429	11/07/2022 Stacey Smith	Councillor Sitting Fees July 2022	-\$	1,701.33
EFT64430	11/07/2022 Wendy McWhirter-Brooks	Councillor Sitting Fees July 2022	-\$	2,752.33
EFT64431	14/07/2022 AMY FRENCH	Artist Payment Ref #13619	-\$	5,000.00
EFT64432	14/07/2022 BUGAI WHYOUTLER	Artist Payment Ref #13640	-\$	2,000.00
EFT64433	14/07/2022 Brett Bidu	Artist Payment Ref #13643	-\$	550.00
EFT64434	14/07/2022 CORBAN CLAUSE WILLIAMS	Artist Payment Ref #13639	-\$	2,200.00
EFT64435	14/07/2022 DEBRA THOMAS	Artist Payment Ref #13623	-\$	617.60
EFT64436	14/07/2022 DOREEN CHAPMAN	Artist Payment Ref #13628	-\$	1,243.00
EFT64437	14/07/2022 Derrick Butt	Artist Payment Ref #13629	-\$	300.00
EFT64438	14/07/2022 Glenika Anderson	Artist Payment Ref #13620	-\$	126.50
EFT64439	14/07/2022 HELEN DALE SAMSON	Artist Payment Ref #13637	-\$	200.00
EFT64440	14/07/2022 KUMPAYA GIRGIRBA	Artist Payment Ref #13641	-\$	300.00
EFT64441	14/07/2022 LILY JATARR LONG	Artist Payment Ref #13626	-\$	1,500.00
EFT64442	14/07/2022 MARIANNE BURTON	Artist Payment Ref #13640	-\$	500.00
EFT64443	14/07/2022 MIRIAM ATKINS	Artist Payment Ref #13625	-\$	682.00
EFT64444	14/07/2022 MULYATINGKI MARNEY	Artist Payment Ref #13642	-\$	300.00
EFT64445	14/07/2022 Marlene Anderson	Artist Payment Ref #13622	-\$	1,960.95
EFT64446	14/07/2022 Montana Clause Williams	Artist Payment Ref #13638	-\$	318.45
EFT64447	14/07/2022 Natasha Surprise	Artist Payment Ref #13634	-\$	246.00
EFT64448	14/07/2022 ROXANNE NEWBERRY	Artist Payment Ref #13635	-\$	550.00
EFT64449	14/07/2022 Roxanne Anderson	Artist Payment Ref #13624	-\$	198.00
EFT64450	14/07/2022 Yvonne Mandijalu	Artist Payment Ref #13644	-\$	300.00
EFT64451	14/07/2022 HORIZON POWER	Electricity charges for the period 1/5/22-31/5/22	-\$	4,113.68
EFT64452	14/07/2022 89 ENTERPRISES	Works to Shire Property for garage door installation	-\$	1,958.00
EFT64453	14/07/2022 ADVAM PTY LTD	Provide credit card payment processing services for car park stations at Newman Airport for FY 21/22	-\$	668.71
EFT64454	14/07/2022 AERODROME MANAGEMENT SERVICES	Marble Bar Aerodrome AMS Engineer Tender Support	-\$	2,534.40
EFT64456	14/07/2022 Airport Lighting Specialists	Replacement and purchase of Emergency Lights for the Runway at Newman Airport	-\$	21,303.70
EFT64457	14/07/2022 Anna Spencer	Electricity Charges 06/04/22 - 01/06/22	-\$	248.10

EFT64458	14/07/2022 Australia Post - Credit Management	Monthly Australia Post payment for July 2022	-\$	1,040.59
EFT64459	14/07/2022 BHP BILLITON IRON ORE PTY LTD	Electricity charges for the period 16/4/22-15/6/22	-\$	124,688.12
EFT64460	14/07/2022 BROOKS HIRE SERVICES PTY LTD	Hire of WA320 Loader for Newman Landfill	-\$	20,571.38
EFT64461	14/07/2022 BUDGET CAR & TRUCK RENTAL PERTH	Hire vehicles for staff members for 4 weeks each	-\$	5,019.15
EFT64462	14/07/2022 Binbirri Contracting Pty Ltd	Hire of plant, operators and camp for gravel resheet at Kiwirrkurra access road	-\$	104,500.00
EFT64463	14/07/2022 Broken Tides	2022 NAIDOC Opening Ceremony Performance	-\$	3,500.00
EFT64464	14/07/2022 CUSTOMER FIRST CONTRACTING PTY LTD	Various Works - Newman Airport Hydrant leak repairs, Shire Property repairs to booster, Shire property repair to light covers and Shire property repair in Nullagine	-\$	8,602.31
EFT64465	14/07/2022 Caitlin Lewis	Refund for membership cancellation as per customer request	-\$	76.37
EFT64466	14/07/2022 Centurion Transport Co Pty Ltd	Monthly Freight PO - June 2022 Con # OLS3074151 - Perth/Newman	-\$	129.00
EFT64467	14/07/2022 Christopher John McNamara	Data Reimbursement 01/07/22 - 31/07/22	-\$	70.00
EFT64468	14/07/2022 Creative Ten Family Trust	12 month subscription to Cloud Ten Flight Information Display System (FIDS) Software and Services	-\$	5,280.00
EFT64469	14/07/2022 Daniel Hawkins	Electricity Charges 13/02/22 - 15/04/22	-\$	731.16
EFT64470	14/07/2022 Dick Tracey Contracting Pty Ltd	Supply new gates and fence panels and fit as per scope of works, Supply vegetation work at Marble Bar, Newman Cemetery vegetation works, Pressure cleaning Shire facilities, maintenance works at Radio Hill, Vegetation works at Newman Caravan park and Works at Newman Depot	-\$	35,304.50
EFT64471	14/07/2022 ENVIRONMENTAL INDUSTRIES	Vegetation Maintenance as per contract	-\$	38,383.54
EFT64472	14/07/2022 EPIS INCORPORATED	Payment for Blockage from tree roots in sewerage line	-\$	1,232.00
EFT64473	14/07/2022 Emma Landers	Reimbursement for on Country trip expenses	-\$	499.22
EFT64474	14/07/2022 FINE LINE PAINTING & DECORATING	Vacant Additional painting to the front fencing on Shire Property	-\$	1,518.00
EFT64475	14/07/2022 FUELFIX PTY LTD	Monthly Fuel payment	-\$	2,874.95
EFT64476	14/07/2022 Farmarama Pty Ltd	Purchase of gradening chemicals	-\$	6,187.50
EFT64477	14/07/2022 GALJO PTY LTD T/A EAST PILBARA TYRE SERVICE	Supply and fit tyres to Shire vehicle	-\$	1,474.00
EFT64478	14/07/2022 Gordon Bell	Replacement number plate on Shire vehicle	-\$	30.50
EFT64479	14/07/2022 Graffiti Removal System P/L	Graffiti removal Chemicals purchased	-\$	8,701.00
EFT64480	14/07/2022 Ixom Operations Pty Ltd	Annual Servicing Fees for Chlorine Gas for WWTP FY21/22.	-\$	828.30
EFT64481	14/07/2022 Kristy Brown	Electricity Charges 12/04/22 - 10/06/22	-\$	476.44
EFT64482	14/07/2022 LISA DAVIS	Electricity Charges 10/04/22 - 07/06/22	-\$	568.07

EFT64483	14/07/2022 MARKETFORCE	Advertising West Australian for RFT 11-2021/22 (Airport Screening/Security Services)	-\$	716.65
EFT64484	14/07/2022 MCHAFFIE TRANSPORT AUSTRALIA PTY LTD	overpayment on Invoice - refunded back to customer	-\$	15.00
EFT64485	14/07/2022 MCLEODS BARRISTERS & SOLICITORS	Legal Advice	-\$	2,790.57
EFT64486	14/07/2022 Mark Keogh (4x4 Training)	4WD Training - Mark Keogh Training	-\$	990.00
EFT64487	14/07/2022 Mathew Scott Pennington	Reimbursement of Uber costs - travel from Home to Airport as per employment contract	-\$	267.07
EFT64488	14/07/2022 Monadelphous Group Limited	Rates refund for assessment A704020	-\$	4,792.49
EFT64489	14/07/2022 NEWMAN HOME HARDWARE & ICE PLUS	Purchase of gas, tie down straps, maintenance parts	-\$	3,431.06
EFT64490	14/07/2022 Newman Hotel Motel	Laundrying of tablecloths from reconciliation ball	-\$	112.50
EFT64491	14/07/2022 Northern Districts Transport Services	Tow vehicle to Pilbara Toyota for repairs	-\$	181.50
EFT64492	14/07/2022 Nully Pty Ltd T/A Nullagine Hotel	Misc purchases covering Jan-May 2022 Nullagine Depot	-\$	58.50
EFT64493	14/07/2022 OFFICE LINE	Purchase of office furniture for Shire Adminsitration offices	-\$	1,049.40
EFT64494	14/07/2022 OWEN MARK QUIGLEY	Electricity Charges 16/03/22 - 13/05/22	-\$	351.70
EFT64495	14/07/2022 PAYWISE PTY LTD	GST Report for Novated Lease	-\$	204.02
EFT64496	14/07/2022 PERMEATE PARTNERS PTY LTD	Operational Support and Coordination at RO Plant flights and accomodation	-\$	3,619.00
EFT64497	14/07/2022 PILBARA MOTOR GROUP	Supply New Key For 177 EPS Shire Vehicle	-\$	1,111.60
EFT64498	14/07/2022 Paramount Earthmoving Pty Ltd	Compaction machinery hire	-\$	16,606.59
EFT64499	14/07/2022 Paul Miller	Data Reimbursement 05/05/22 - 04/06/22, 05/06/22 - 04/07/22	-\$	200.00
EFT64500	14/07/2022 Petro Industrial	Supply and Install Fuel System at Marble Bar	-\$	5,045.04
EFT64501	14/07/2022 Pitipan Sutiwan	Electricity Charges 06/04/22 - 01/06/22	-\$	403.54
EFT64502	14/07/2022 Professional Arts Management - (Jack C Pam)	Installation of Baskets in Airport Reception Office	-\$	506.00
EFT64503	14/07/2022 RENTOKIL INITIAL GROUP	NEWMAN - AIRPORT - SERVICE MONTHLY FY20/21 SHARPS CONTAINERS, SANITARY BINS AND SANITIZER DISPENSERS	-\$	352.43
EFT64504	14/07/2022 RGR ROAD HAULAGE (NEWMAN)	Mobile rooflining malaga to SoeP Newman	-\$	319.64
EFT64505	14/07/2022 SONIC HEALTHPLUS PTY LTD	Pre Employment Medical	-\$	379.50
EFT64506	14/07/2022 STOCKMAN ENGINEERING	Gearbox install	-\$	19,160.10
EFT64507	14/07/2022 Spick and Span Commercial Property Maintenance Pty Ltd	Airport Unit 1 - Currently vacant - full internal clean	-\$	396.00
EFT64508	14/07/2022 Steve Dhu	Electricity Charges 16/03/22 - 13/05/22	-\$	181.84
EFT64509	14/07/2022 Sungem Investments T/as Marina Bricklayers	Reinstate paving at Newman Netball Courts Project	-\$	15,664.00
EFT64510	14/07/2022 Susan Abouav	Reimbursement of Governance Stationary Purchase & Uber Delivery to Councilor	-\$	114.36
EFT64511	14/07/2022 TYREPOWER NEWMAN	Inspect 177 EPS Alarm and Key Transponder.	-\$	233.50

**THIS PAGE INCLUDES THE NAME OF A PERSON WHO IS DECEASED**

EFT64513	14/07/2022 The Junction Co	Attendance for online event training	-\$	180.00
EFT64514	14/07/2022 WEST AUSTRALIAN NEWSPAPERS LIMITED	Full page ad in the North West Telegraph for the June Extraordinary election	-\$	2,678.71
EFT64515	14/07/2022 WEST BOOKS	Purchase of books for Library	-\$	445.33
EFT64516	14/07/2022 Water Infrastructure Science And Engineering (WISE)	Newman Liquid Wast Facility Detailed Design and Superintendency	-\$	18,713.84
EFT64517	14/07/2022 Woolworths (WA) Ltd	Creche cleaning supplies	-\$	209.44
EFT64518	14/07/2022 Wormald Australia Pty Ltd	Supply of Fire Equipment to Newman Airport from findings at last service	-\$	3,623.40
EFT64519	14/07/2022 Atlas Iron Pty Ltd	Rates refund for assessment A703775	-\$	319.11
EFT64520	14/07/2022 BARACUS PTY LTD	Rates refund for assessment A703417	-\$	3,980.02
EFT64521	14/07/2022 Nullagine Gold Pty Ltd	Rates refund for assessment A702358	-\$	136.93
EFT64522	21/07/2022 AMY FRENCH	Artist Payment Ref # 13657	-\$	2,000.00
EFT64523	21/07/2022 BUGAI WHYOULTER	Artist Payment Ref # 13718	-\$	7,000.00
EFT64524	21/07/2022 CYRIL WHYOULTER	Artist Payment Ref # 13727	-\$	2,000.00
EFT64525	21/07/2022 Cheyenne Taylor	Artist Payment Ref # 13714	-\$	210.65
EFT64526	21/07/2022 Chloe Jadai	Artist Payment Ref # 13658	-\$	400.00
EFT64527	21/07/2022 DANIELLE BOOTH	Artist Payment Ref # 13712	-\$	2,894.60
EFT64528	21/07/2022 DOREEN CHAPMAN	Artist Payment Ref # 13657	-\$	600.00
EFT64529	21/07/2022 Derrick Butt	Artist Payment Ref # 13711	-\$	1,400.00
EFT64530	21/07/2022 Emily Bumba	Artist Payment Ref # 13706	-\$	341.00
EFT64531	21/07/2022 Estate of BETTY WHYOULTER	Estate payment to Public Trustee AM Ref # PM 33119577 TM76	-\$	276.79
EFT64534	21/07/2022 GLADYS BIDU	Artist Payment Ref # 13655	-\$	500.00
EFT64535	21/07/2022 HELEN DALE SAMSON	Artist Payment Ref # 13710	-\$	7,898.25
EFT64536	21/07/2022 IGNATIUS PAUL TAYLOR	Artist Payment Ref # 13654	-\$	260.15
EFT64537	21/07/2022 JANICE NIXON	Deceased estate payment to beneficiary Sandra Nixon 1/2 AM	-\$	2,533.60
EFT64538	21/07/2022 JUDITH ANYA SAMSON	Artist Payment Ref # 13649	-\$	1,000.00
EFT64539	21/07/2022 KUMPAYA GIRGIRBA	Artist Payment Ref # 13746	-\$	300.00
EFT64540	21/07/2022 Kiarah Jadai	Artist Payment Ref # 13646	-\$	1,000.00
EFT64541	21/07/2022 Lynette Rowlands	Artist Payment Ref # 13656	-\$	147.40
EFT64542	21/07/2022 MAY CHAPMAN	Artist Payment Ref # 13656	-\$	1,500.00
EFT64544	21/07/2022 MULYATINGKI MARNEY	Artist Payment Ref # 13747	-\$	300.00
EFT64545	21/07/2022 Marika Jadai	Artist Payment Ref # 13648	-\$	202.40
EFT64546	21/07/2022 Marlene Anderson	Artist Payment Ref # 13726	-\$	511.20
EFT64547	21/07/2022 NGAMARU BIDU	Artist Payment Ref # 13728	-\$	7,074.45
EFT64548	21/07/2022 NOLA TAYLOR	Artist Payment Ref # 13716	-\$	900.00

EFT64549	21/07/2022 PAULINE WILLIAMS	Artist Payment Ref # 13705	-\$	330.00
EFT64550	21/07/2022 REENA ROGERS	Artist Payment Ref # 13715	-\$	2,500.00
EFT64551	21/07/2022 ROXANNE NEWBERRY	Artist Payment Ref # 13717	-\$	330.00
EFT64552	21/07/2022 THELMA JUDSON	Artist Payment Ref # 13725	-\$	3,000.00
EFT64553	21/07/2022 TELSTRA	Mobile Charges 05/07/22 - 04/08/22	-\$	2,295.98
EFT64554	21/07/2022 AFGRI Equipment Australia Pty Ltd	Supply of one new JOHN DEERE X570 Select Series Tractor	-\$	11,729.00
EFT64555	21/07/2022 AMIAD WATER SYSTEMS	Pressure Sustaining Valve for water sources	-\$	2,334.81
EFT64556	21/07/2022 AVIAIR	Freight of art materials from Newman to Punmu	-\$	29.40
EFT64557	21/07/2022 Annabell Landy	Travel for mandatory training workshop	-\$	666.67
EFT64558	21/07/2022 Australian Tourism Data Warehouse	ATDW support 2022-2023	-\$	1,980.00
EFT64559	21/07/2022 Bevan Klein	Phone Reimbursement to Employee - 13/07/22 - 12/08/22	-\$	100.00
EFT64560	21/07/2022 CADD Building Construction and Maintenance Pty Ltd	Capital Housing upgrade on Shire Properties	-\$	44,346.90
EFT64561	21/07/2022 CAM MANAGEMENT SOLUTIONS (CAMMS)	CAMMS Managed Service - Option 3	-\$	44,000.00
EFT64562	21/07/2022 CHILD SUPPORT AGENCY	Payroll deductions	-\$	2,768.85
EFT64563	21/07/2022 CLEANAWAY WASTE MANAGEMENT LTD (Acc 170:73037222)	Cape Keraudren bin collection	-\$	3,269.00
EFT64564	21/07/2022 CUSTOMER FIRST CONTRACTING PTY LTD	Various works - Newman Airport Property works, Whaleback Gym repairs, Caravan Park electrical repairs, Junior Sports Pavilion repairs to Kiosk, Shire Property repairs, Marble Bar depot electrical repairs and Shire administration office repairs	-\$	24,006.73
EFT64565	21/07/2022 Crawford Realty Newman	Rent - 15A Barton Way, Newman WA	-\$	1,890.00
EFT64566	21/07/2022 Department of Water and Environmental Regulation	Annual License Fee	-\$	7,865.32
EFT64567	21/07/2022 Dick Tracey Contracting Pty Ltd	Vegetation works Newman visitors Centre, repair pot holes around Newman, Maintenance works at radio hill, Remove tree surrounds at Town Square	-\$	7,790.00
EFT64568	21/07/2022 ENVIRONMENTAL INDUSTRIES	EPAC Building Site - Landscape Maintenance - Monthly account	-\$	39,399.69
EFT64569	21/07/2022 ES2 Enterprise Solutions	ES2 - IT Managed Services	-\$	10,450.00
EFT64570	21/07/2022 Easifleet Group	Novated Lease Payment	-\$	1,348.46
EFT64571	21/07/2022 East Pilbara Excavations Pty Ltd	Welsh drive fire break maintenance	-\$	8,569.00
EFT64572	21/07/2022 Elizabeth Chadwick	Various graphic design jobs for 21/22 FY	-\$	400.00
EFT64573	21/07/2022 Episafe Pty Ltd t/as Epigroup	Consultancy Services - Workplace Review	-\$	4,537.50
EFT64574	21/07/2022 Finmec Pty Ltd	Machine Servicing on grader at Nullagine Depot - parts added	-\$	10,361.91
EFT64575	21/07/2022 Froggy Property Solutions Pty Ltd	Clean of communal areas and volunteer bedroom at two Shire Properties	-\$	632.50

EFT64576	21/07/2022 Fuji Xerox Australia Pty Ltd	Fuji Xerox Monthly Services - July 2021 - June 2022 (inclusive)	-\$	2,037.38
EFT64577	21/07/2022 Gordon Bell	Mobile Phone Recharge	-\$	40.00
EFT64578	21/07/2022 HAYS SPECIALIST RECRUITMENT	HRO Temp - Hire/Contractor	-\$	6,253.10
EFT64579	21/07/2022 HOLCIM (AUSTRALIA) PTY LTD	Purchase of materials for project works	-\$	27.24
EFT64580	21/07/2022 Hersey's Safety	Purchase of materials for project works	-\$	242.00
EFT64581	21/07/2022 IPEC PTY LTD (NG5040)	Monthly Freight PO - January 2022	-\$	819.61
EFT64582	21/07/2022 ISC Teamwear Pty Limited	Soep Aquatic Uniforms - Min Order Quantities - Full Attire - PPE	-\$	12,205.60
EFT64583	21/07/2022 IT VISION	Roll back Synergy Soft update	-\$	825.00
EFT64584	21/07/2022 Jack Farren	Reimbursement for Admin Error - overcharged for membership	-\$	80.00
EFT64585	21/07/2022 KMART AUSTRALIA LTD	Purchase of materials for Shire Housing	-\$	38.00
EFT64586	21/07/2022 LISA DAVIS	Phone Reimbursement to Employee 13/06/22 - 12/07/22	-\$	100.00
EFT64587	21/07/2022 LYNX INTEGRATED SYSTEMS	Carry out works to upgrade Eisbar SCADA Software on Server and Client as per Quote - 13703.R01	-\$	544.50
EFT64588	21/07/2022 MARKETFORCE	North West Telegraph - Notice of Itention to Levy Differential rates	-\$	456.32
EFT64589	21/07/2022 MCLEODS BARRISTERS & SOLICITORS	Provision of legal advice	-\$	1,579.25
EFT64590	21/07/2022 Malcolm Jenkinson	Setting up the emergency lighting at Corunna Downs Airstrip	-\$	25.00
EFT64591	21/07/2022 Mandy Scheu	Refund for membership cancellation as requested by customer	-\$	190.00
EFT64592	21/07/2022 Manning Pavement Services Pty Ltd t/a Karratha Asphalt	Profiling and Asphalt works at Iron Ore Parade and Iron Ore Pde/Calcott St Roundabout which includes reduced area of 143m2	-\$	13,179.65
EFT64593	21/07/2022 Minuteman Press Perth	Set of 10 NAIDOC pop up exhibition prints	-\$	3,300.00
EFT64594	21/07/2022 NEWMAN JUNIOR SOCCER ASSOCIATION	Donation towards Junior Soccer for Lightshow BBQ	-\$	500.00
EFT64595	21/07/2022 Newman Hotel Motel	Business Expansion and Retention program - Meals at Newman Hotel	-\$	1,687.00
EFT64596	21/07/2022 Newman MM Pty Ltd - Mia Mia Newman	Accomodation for HR Manager	-\$	2,110.00
EFT64597	21/07/2022 Nully Pty Ltd T/A Nullagine Hotel	Supply unleaded fuel for Nullagine Depot	-\$	1,640.65
EFT64598	21/07/2022 ONSITE RENTAL GROUP	The Hire Of 1 Electric Scissor Lift From The 10/6/22 To 24/6/22 And Delivery And Pick Up	-\$	3,356.82
EFT64599	21/07/2022 PARNNGURR ABORIGINAL	Items for Parnngurr art shed	-\$	40.10
EFT64600	21/07/2022 PAYWISE PTY LTD	Novated Lease Payment	-\$	2,067.88
EFT64601	21/07/2022 PILBARA ELECTRICAL	iPhone 11 Lifeproof Covers	-\$	219.90

EFT64602	21/07/2022 PILBARA MOTOR GROUP	Parts for Shire Vehicles - Bullbars and Compressor kit - Parts for servicing vehicles	-\$	11,283.61
EFT64603	21/07/2022 PLAYMASTER PTY LTD	Purchase Of Infant And Hard Swings Black Including S hooks As Per Quote.	-\$	1,874.40
EFT64604	21/07/2022 Paramount Earthmoving Pty Ltd	Hire plant mobilisation to Newman Waste Management Facility	-\$	4,400.00
EFT64605	21/07/2022 Paul Miller	Fuel Reimbursement - No BP fuel stations on Travel Route	-\$	154.00
EFT64606	21/07/2022 Pitipan Sutiwan	Reimbursement of Groceries & Mobile Camp setup items for Rural Maintenance Grader Driver	-\$	466.07
EFT64607	21/07/2022 Prudential Investment Services Corp Pty Ltd	Investment Advisory Service - 2021/2022	-\$	1,870.00
EFT64608	21/07/2022 RGR ROAD HAULAGE (NEWMAN)	Freight plants to Newman as per quote	-\$	5,009.62
EFT64609	21/07/2022 RUTH LEIGH	Consulting for Martumili records	-\$	1,125.00
EFT64610	21/07/2022 SEEK LIMITED	SEEK - ADVERTISEMENT	-\$	1,881.00
EFT64611	21/07/2022 Seton Australia	WHS Equipment - Quote 26706284	-\$	488.13
EFT64612	21/07/2022 Shiwani Nair	Groceries for Airport Emergency Exercises for public	-\$	71.55
EFT64613	21/07/2022 Spick and Span Commercial Property Maintenance Pty Ltd	Shire Building Cleaning costs	-\$	104,890.12
EFT64614	21/07/2022 Sungem Investments T/as Marina Bricklayers	Various Works - Concrete footpath Construction on Kalgan Drive, Drainage renewal at Shire Property, External Drainage at Newman Netball Courts	-\$	151,774.70
EFT64615	21/07/2022 Susan Abouav	Reimbursement of Travel to organise relocation	-\$	2,030.62
EFT64616	21/07/2022 TECHNOLOGY ONE LIMITED	Uplift of RP Subscription Fees 1/2/2020 - 31/1/2023	-\$	1,291.40
EFT64617	21/07/2022 THE PAY TV GUY	Repairs to the TV at Marble Bar Camp for remote workers	-\$	2,345.67
EFT64618	21/07/2022 THE SHADE SAIL MAN	Newman Acquatic shade sale damage Jan 2022: quotation to repair and replace dated 20/1/2022	-\$	11,594.00
EFT64619	21/07/2022 TYREPOWER NEWMAN	Repairs as per quote 138918	-\$	222.63
EFT64620	21/07/2022 Tenement Administration Services	Rating Reconciliation Project - Phase 1 and 2	-\$	672.16
EFT64621	21/07/2022 UNIFORMS AT WORK PTY LTD	Ronchi, Dawn - Uniform Order	-\$	738.10
EFT64622	21/07/2022 Vanguard Publishing Pty Ltd t/a Premium Publishers	Filming of video at different locations for advertising - Kalgans, Eagle rock, hickman Crater, punda rock, nullagine skull springs, running waters, carawine gorge, meentheena Veterans retreat, marble bar, airbase glen herring gorge, doolena gorge, coppins gap and shay gap, cape keraudren	-\$	8,800.00



**THIS PAGE INCLUDES THE NAME OF A PERSON WHO IS DECEASED**

EFT64623	21/07/2022 WATER CORPORATION	Provision of General Design and Consultancy Works for the Newman WWTP Upgrade Project at hourly rates as per Contract TC 2020796 1. General Design of the Newman WWTP Emergency Bypass System 2. General Review Advice of GHD's Preliminary Design and Report submissions for the Newman WWTP Upgrade Project.	-\$	9,646.89
EFT64624	21/07/2022 Woolworths (WA) Ltd	Purchases of Groceries for Youth Centre, Shire administration, Martumili stock top up	-\$	4,507.53
EFT64625	22/07/2022 WA TREASURY CORPORATION	Loan 72 - Government Guarantee Fee for the period ending 30th June 2022	-\$	9,169.57
EFT64626	26/07/2022 BANKWEST CARD SERVICES	Corporate Card charges for the period 21.4.22-20.5.22	-\$	17,065.57
EFT64627	28/07/2022 AMY FRENCH	Artist Payment Ref # 13774	-\$	300.00
EFT64628	28/07/2022 BEVERLEY ROGERS	Artist Payment Ref # 13761	-\$	600.00
EFT64629	28/07/2022 BUGAI WHYOLTER	Artist Payment Ref # 13758	-\$	2,000.00
EFT64630	28/07/2022 CORBAN CLAUSE WILLIAMS	Artist Payment Ref # 13770	-\$	9,144.20
EFT64631	28/07/2022 Curtis Taylor	Artist Payment Ref # 13756	-\$	400.00
EFT64632	28/07/2022 DANIELLE BOOTH	Artist Payment Ref # 13769	-\$	169.40
EFT64633	28/07/2022 Danny Neach	Artist Payment Ref # 13766	-\$	254.10
EFT64634	28/07/2022 Desmond Taylor	Artist Payment Ref # 13768	-\$	400.00
EFT64635	28/07/2022 Estate of Billy Yunkurra Atkins	Deceased estate payment of beneficiary Charmaine Rogers 3/7 AM	-\$	2,884.77
EFT64636	28/07/2022 Estate of DULCIE GIBBS	Deceased Estate payment to beneficiary Peggy Gibbs 1/7AM	-\$	2,622.24
EFT64637	28/07/2022 JUDITH ANYA SAMSON	Artist Payment Ref # 13767	-\$	1,000.00
EFT64638	28/07/2022 JULIA BURTON	Artist Payment Ref # 13771	-\$	501.25
EFT64639	28/07/2022 JULIEANNE THOMAS	Artist Payment Ref # 13777	-\$	300.00
EFT64640	28/07/2022 Jonita Samson	Artist Payment Ref # 13755	-\$	204.70
EFT64641	28/07/2022 Julie Sailor	Artist Payment Ref # 13780	-\$	356.40
EFT64642	28/07/2022 KATHLEEN YUKENBARRI CHUNGERIA	Artist Payment Ref # 13745	-\$	503.83
EFT64643	28/07/2022 KUMPAYA GIRGIRBA	Artist Payment Ref # 13759	-\$	300.00
EFT64644	28/07/2022 LILY JATARR LONG	Artist Payment Ref # 13772	-\$	1,000.00
EFT64645	28/07/2022 Lucinda Burton	Artist Payment Ref # 13760	-\$	938.00
EFT64646	28/07/2022 MARIANNE BURTON	Artist Payment Ref # 13763	-\$	1,280.00
EFT64647	28/07/2022 MARY ROWLANDS	Artist Payment Ref # 13753	-\$	1,000.00
EFT64648	28/07/2022 MCLEAN WILLIAMS	Artist Payment Ref # 13713	-\$	375.00
EFT64649	28/07/2022 MULYATINGKI MARNEY	Artist Payment Ref # 13760	-\$	300.00
EFT64650	28/07/2022 Marlene Anderson	Artist Payment Ref # 13764	-\$	753.38
EFT64651	28/07/2022 Muuki Taylor	Artist Payment Ref # 13778	-\$	500.00

EFT64652	28/07/2022 NANCY CHAPMAN	Artist Payment Ref # 13759	-\$	1,064.25
EFT64653	28/07/2022 Nuria Shirley Jadaí	Artist Payment Ref # 13765	-\$	400.00
EFT64654	28/07/2022 Sylvia Wilson	Artist Payment Ref # 13758	-\$	384.30
EFT64655	28/07/2022 Marsh Pty Ltd	Emergency Management Planning and Management Consulting Services	-\$	23,254.00
EFT64656	28/07/2022 ARRB Group Ltd	Undertake data collection and condition assessment on rural roads network, footpaths and kerbs	-\$	233,057.00
EFT64657	28/07/2022 AVIAIR	Freight for art materials delivery from Newman to Punmu/Parngurr	-\$	38.20
EFT64658	28/07/2022 Airport Lighting Specialists	Supply and Deliver 10 x V1/PK30D200 - 200W-PK30D-MS 6.6A LAMP	-\$	517.55
EFT64659	28/07/2022 Allied Pumps Pty Ltd	RFQ 02-2021/22 - Design and Construction of Bore Water Storage & Distribution Infrastructure	-\$	87,959.37
EFT64660	28/07/2022 Annabell Landy	Jigalong to Newman 248kms Newman to Jigalong 248kms	-\$	720.50
EFT64661	28/07/2022 Austalian Barbell Company Pty Ltd	Ketbell Set 6-24kg x2 6kg Powder Blue, x2 8kg Pink, x2 10kg White, x2 12kg Orange, x2 16kg Yellow, x2 20kg Ocean Blue, x2 24kg Dark green	-\$	2,078.26
EFT64662	28/07/2022 Austindo Engineering Pty Ltd	Construction on new roof to dwelling for Shire Property	-\$	48,903.25
EFT64663	28/07/2022 Autopro Newman	Supply goods as per quote 9341	-\$	1,374.95
EFT64664	28/07/2022 BEAUREPAIRES PORT HEDLAND	Supply and fit Tyres as per quote U526105212	-\$	2,591.02
EFT64665	28/07/2022 Blackwoods	purchase of x50 traffic cones, x6 boxes of hand towel, x1 battery charger, nullagine.	-\$	993.28
EFT64666	28/07/2022 Brent Downes	Relocation Expenses	-\$	1,686.49
EFT64667	28/07/2022 CHAPMAN & BAILEY	RFT 10-202021 - Art Supplies MM supply of art materials to Martumili Artists FY 2021/22	-\$	1,617.00
EFT64668	28/07/2022 CLEANAWAY PTY LTD (acct 53651265)	Newman Town Litter Collection	-\$	69,811.77
EFT64669	28/07/2022 CUSTOMER FIRST CONTRACTING PTY LTD	Marble Bar repairs on airconditiors, Shire property repairs and Facility Repairs	-\$	20,135.33
EFT64670	28/07/2022 Corporate Travel Management Group Pty Ltd	Corporate Travel	-\$	13,689.71
EFT64671	28/07/2022 Crawford Realty Newman	Rent - Manager Martumili	-\$	630.00
EFT64672	28/07/2022 DAVID WELLS	post production for 2 x films for Waru project. 1 x trailer (1min), 1 x exhibition foil (10mins)	-\$	8,200.00
EFT64673	28/07/2022 Department of Premier & Cabinet	PO for Gazettal of the change of rating for Roy Hill from UV to GRV	-\$	124.80
EFT64674	28/07/2022 Dick Tracey Contracting Pty Ltd	Remove Distructive tree and poision stump , Supply emergency vegetation aound Marble Bar	-\$	27,390.00
EFT64675	28/07/2022 Dunnings	Supply and Deliver Diesel to Marble Bar Council Depot	-\$	160,452.91

EFT64676	28/07/2022 ES2 Enterprise Solutions	Maintenance on Cisco Switches and Routers as per Quote - QU3941 01/08/2022 - 31/07/2023	-\$	5,323.13
EFT64677	28/07/2022 FINE LINE PAINTING & DECORATING	New purchase Property - Full internal paint	-\$	17,482.00
EFT64678	28/07/2022 GOESCAPE Pty Ltd	Cape Keraudren Dwelling hot water system - supply and install new solar system	-\$	11,348.01
EFT64679	28/07/2022 Hersey's Safety	Supply tree ties as per quote QU0156	-\$	242.00
EFT64680	28/07/2022 ISC Teamwear Pty Limited	Councillor NAIDOC Shirts	-\$	379.50
EFT64681	28/07/2022 Jasko Airport Services	Provide new WHMP for Newman Airport	-\$	2,750.00
EFT64682	28/07/2022 Karen Lesley Hunter	Rates Assistance & Advice	-\$	2,475.00
EFT64683	28/07/2022 LAND INSIGHTS PTY LTD	As per quote Q905/1 - East Pilbara Land Asset Strategy	-\$	6,682.50
EFT64684	28/07/2022 LANDGATE (DOLA)	Gross Rental Values Revaluation 2021/22 Country Region	-\$	83,793.70
EFT64685	28/07/2022 Lang Tree Eric Coppin	Marble Bar - Newman - Marble Bar 860kms	-\$	890.27
EFT64686	28/07/2022 MARKETFORCE	Notice of intention to Levy Differential Rates 2022 - 2023 / The West Australian	-\$	709.98
EFT64687	28/07/2022 MCLEODS BARRISTERS & SOLICITORS	Provision of legal advice	-\$	1,394.45
EFT64688	28/07/2022 MT STEWART RESOURCES PTY LTD	Rates refund for assessment A702373 UNIT P46/1736 LOT P46/1736 PROSPECTING LEASE	-\$	99.64
EFT64689	28/07/2022 NEWMAN HOME HARDWARE & ICE PLUS	Purchase of ckeaning supplies, maintenance stock and works, storage containers, Shire property keys cut and gas bottle	-\$	1,234.95
EFT64690	28/07/2022 Newman Hotel Motel	2 x rooms Brad Holder PCC Productions.	-\$	270.00
EFT64691	28/07/2022 Newman MM Pty Ltd - Mia Mia Newman	Chris Mcnamara 12-06-2022 to 17-06-2022	-\$	898.00
EFT64692	28/07/2022 Nully Pty Ltd T/A Nullagine Hotel	Morning tea and Lunch Order OCM 24 June 2022	-\$	536.70
EFT64693	28/07/2022 PARNNGURR ABORIGINAL	Parnngurr art shed food supplies	-\$	33.80
EFT64694	28/07/2022 PILBARA ELECTRICAL	Eufy 2K add-on Camera - Additional Depot Cameras	-\$	916.00
EFT64695	28/07/2022 PILBARA GLAZING SERVICES	Supply and install front windscreen to toyota prado 150 series - EP.6312	-\$	662.31
EFT64696	28/07/2022 PILBARA MOTOR GROUP	Remove and Replace of Clutch - Safety Vehicle - REGO 121EPS includes Tow from Newman Airport to Toyota Workshop	-\$	4,391.63
EFT64697	28/07/2022 PIRTEK NEWMAN	Jetwash Hose Assembly - Newman Landfill	-\$	651.62
EFT64698	28/07/2022 Professional Arts Management - (Jack C Pam)	Martumili installing nhew paintings and fittings - full day	-\$	3,682.00
EFT64699	28/07/2022 RAND MAINTENANCE SERVICES	Newman Recreation Centre LED Lighting Upgrade as per scope provided	-\$	20,200.00
EFT64700	28/07/2022 Ronice Preston	Reimbursement of supplies for Community Sundowner, Fri 15/07/22	-\$	276.00
EFT64701	28/07/2022 SEEK LIMITED	SEEK - ADVERTISEMENT	-\$	3,998.50
EFT64702	28/07/2022 SOHAN ARIEL HAYES	2022 Pilbara Light Show - Projection		

		artist fees to adapt vision and audio and technical attendance on site"	-\$	28,600.00
EFT64703	28/07/2022 SONIC HEALTHPLUS PTY LTD	Pre Employment Medical	-\$	767.80
EFT64704	28/07/2022 Spick and Span Commercial Property Maintenance Pty Ltd	Shire Building Cleaning costs	-\$	87,525.16
EFT64705	28/07/2022 Steve Dhu	Electricity Reimbursement 23/11/21 - 17/01/22	-\$	594.76
EFT64706	28/07/2022 Steven Tweedie	New Councillor Induction and employee training	-\$	4,400.00
EFT64707	28/07/2022 Susanne Millar	Assist with Account Reconciliations	-\$	5,000.00
EFT64708	28/07/2022 TOTAL EDEN PTY LTD	Retic parts as per quote 20411374	-\$	24,194.45
EFT64709	28/07/2022 TYREPOWER NEWMAN	Tyre Repair On 120 EPS As Per Quote	-\$	45.00
EFT64710	28/07/2022 Theresa Foster ta Newman Graffiti Removal	Removal of graffiti at several sites in Newman as per quote QU-0025	-\$	4,191.00
EFT64711	28/07/2022 Trakka Mining Services Pty Ltd	Mechanical repairs Marble Bar through month of June 2022	-\$	30,519.17
EFT64712	28/07/2022 ULTI MECH	Fix issues with Kubota TRV-X900W-H-AU - not starting	-\$	444.40
EFT64713	28/07/2022 Veritas Engineering Pty Ltd	Supply of RED ASIC for Gordon Urquhart - VEA0280166	-\$	257.40
EFT64714	28/07/2022 WESTRAC PTY LTD	Service and Repairs by Caterpillar Dealer as per quote 7M48719 - 004 M728912	-\$	25,437.37
EFT64715	28/07/2022 Water Infrastructure Science And Engineering (WISE)	Newman Liquid Waste Facility Detailed Design and Superintendency	-\$	15,098.71
EFT64716	28/07/2022 Wilson Parking Australia 1992 Pty Ltd	Provide car park monitoring services at Newman Airport for FY 21/22	-\$	1,650.00
EFT64717	28/07/2022 Woolworths (WA) Ltd	Dog and Cat food for Newman pound.	-\$	188.00
EFT64718	28/07/2022 Stacey Smith	July 2022 OCM Port Hedland - Newman Newman - Port Hedland	-\$	935.82
EFT64719	28/07/2022 Wendy McWhirter-Brooks	Expense on Citizenship Day	-\$	19.00
Total			-\$	3,478,744.70

# APPENDIX 4

Name	Account Number	Transaction Date Narration	Debit
Amy Mukherjee	5586 0207 3966 3119	28/07/2022 AVIAIR PTY LTD KUNUNURRA	-\$ 270.00
	5586 0207 3966 3119	28/07/2022 AVIAIR PTY LTD KUNUNURRA	-\$ 20.00
	5586 0207 3966 3119	27/07/2022 ABORIGINAL HOSTELS L SOUTH HEDLAND	-\$ 180.00
	5586 0207 3966 3119	27/07/2022 AVIAIR PTY LTD KUNUNURRA	-\$ 250.00
	5586 0207 3966 3119	25/07/2022 Adobe Sydney AU	-\$ 28.59
	5586 0207 3966 3119	25/07/2022 AIRBNB * HMRTKRBN4Y Surry Hills AU	-\$ 1,524.99
	5586 0207 3966 3119	20/07/2022 Europcar Perth Airport PERTH AIRPORTWA	-\$ 135.96
	5586 0207 3966 3119	19/07/2022 SQ *TOURIST WHEEL FRE Fremantle AU	-\$ 24.48
	5586 0207 3966 3119	19/07/2022 EZI*GG VA InflightFoo MASCOT AU	-\$ 20.00
	5586 0207 3966 3119	19/07/2022 SEC*INTEGRITY COACH LI MIDVALE WA	-\$ 128.00
	5586 0207 3966 3119	19/07/2022 SEC*INTEGRITY COACH LI MIDVALE WA	-\$ 136.00
	5586 0207 3966 3119	19/07/2022 BOCELLI ESPRESSO PERTH GPO WA	-\$ 9.20
	5586 0207 3966 3119	19/07/2022 SHIRE OF EAST PILBAR NEWMAN	-\$ 36.00
	5586 0207 3966 3119	19/07/2022 DELAWARE NORTH RETAQPS REDCLIFFE	-\$ 15.40
	5586 0207 3966 3119	18/07/2022 BAR 68 Newman WA	-\$ 10.00
	5586 0207 3966 3119	18/07/2022 COLES 4824 CLOVERDALE AU	-\$ 19.01
	5586 0207 3966 3119	18/07/2022 CHINESE CANTON BELMO CLOVERDALE WA	-\$ 36.50
	5586 0207 3966 3119	18/07/2022 CITY OF FREMANTLE FREMANTLE AU	-\$ 7.00
	5586 0207 3966 3119	18/07/2022 AMBERJACKS COTTESLOE	-\$ 40.80
	5586 0207 3966 3119	18/07/2022 COTTESLOE GENERALSTORE COTTESLOE WA	-\$ 34.99
	5586 0207 3966 3119	18/07/2022 CPP CITIPLACE NORTHBRIDGE	-\$ 5.05
	5586 0207 3966 3119	18/07/2022 Optus PrePaid MELBOURNE AU	-\$ 60.00
	5586 0207 3966 3119	18/07/2022 CITY OF FREMANTLE FREMANTLE AU	-\$ 12.50
	5586 0207 3966 3119	18/07/2022 COLES EXPRESS 6907 CLOVERDALE AU	-\$ 30.52
	5586 0207 3966 3119	18/07/2022 TIKKA TURBAN CLOVERDALE	-\$ 22.00
	5586 0207 3966 3119	13/07/2022 MY DEAL COM AU MELBOURNE VI	
	5586 0207 3966 3119	13/07/2022 SHIRE OF EAST PILBARA NEWMAN AU	-\$ 25.00
	5586 0207 3966 3119	11/07/2022 MAILCHIMP *MISC MAILCHIMP.COMGA	-\$ 104.02
	5586 0207 3966 3119	8/07/2022 SMARTMART NEWMAN NEWMAN WA	-\$ 26.00
	5586 0207 3966 3119	7/07/2022 SQ *DARKSTAR DIGITAL Alexandria AU	-\$ 65.41
	5586 0207 3966 3119	6/07/2022 AVIAIR PTY LTD KUNUNURRA	-\$ 540.00
	5586 0207 3966 3119	6/07/2022 AVIAIR PTY LTD KUNUNURRA	-\$ 540.00

	5586 0207 3966 3119	5/07/2022	Optus PrePaid	MELBOURNE	AU	-\$	50.00
	5586 0207 3966 3119	4/07/2022	MYOB AUSTRALIA	BURWOOD EAST		-\$	160.00
	5586 0207 3966 3119	4/07/2022	SKYMESH	Fortitude Val	AU	-\$	69.95
	5586 0207 3966 3119	1/07/2022	WOOLWORTHS	4381 NEWMAN	AU	-\$	51.80
<hr/>							
Steven Harding	5586 0251 5116 3217	29/07/2022	Marble Bar Travellers	Marble Bar	WA	-\$	81.50
	5586 0251 5116 3217	28/07/2022	THE MARBLE BAR IRONC	MARBLE BAR		-\$	126.00
	5586 0251 5116 3217	27/07/2022	SHIRE OF EAST PILBAR	NEWMAN		-\$	90.00
	5586 0251 5116 3217	26/07/2022	WOOLWORTHS	4381 NEWMAN	AU	-\$	29.82
	5586 0251 5116 3217	26/07/2022	Optus PrePaid	MELBOURNE	AU	-\$	30.00
	5586 0251 5116 3217	25/07/2022	WOOLWORTHS	4381 NEWMAN	AU	-\$	212.18
	5586 0251 5116 3217	25/07/2022	SEASONS HOTEL NEWMAN	NEWMAN		-\$	105.50
	5586 0251 5116 3217	22/07/2022	NECTARCC_AAA CONF	CARINA	QL	-\$	2,356.20
	5586 0251 5116 3217	22/07/2022	NECTARCC_AAA CONF	CARINA	QL	-\$	2,356.20
	5586 0251 5116 3217	22/07/2022	NECTARCC_AAA CONF	CARINA	QL	-\$	2,356.20
	5586 0251 5116 3217	22/07/2022	Mia Mia Newman	Newman	AU	-\$	963.48
	5586 0251 5116 3217	14/07/2022	Optus PrePaid	MELBOURNE	AU	-\$	30.00
	5586 0251 5116 3217	13/07/2022	AUST PRINTED RIBBON	MOUNT WAVERLEV		-\$	537.55
	5586 0251 5116 3217	12/07/2022	RED ROOSTER MAC	EAST MACKAY	QL	-\$	10.51
	5586 0251 5116 3217	12/07/2022	DELAWARE NORTH RETAI	REDCLIFFE		-\$	56.00
	5586 0251 5116 3217	11/07/2022	GM CABS PTY LTD	MASCOT		-\$	65.84
	5586 0251 5116 3217	11/07/2022	CROKERS FUEL AND OILS	PAGET		-\$	94.75
	5586 0251 5116 3217	11/07/2022	UBER *TRIP	Sydney	AU	-\$	45.91
	5586 0251 5116 3217	8/07/2022	FACEBK *QGEMRFBHR2	fb.me/ads	IR	-\$	21.39
	5586 0251 5116 3217	7/07/2022	Woodman's Axe Espresso	Mackay	QL	-\$	15.17
	5586 0251 5116 3217	7/07/2022	GOLDEN WOK IN PTY LTD	MACKAY	AU	-\$	34.80
	5586 0251 5116 3217	5/07/2022	VIRGIN AU7951517419818	BRISBANE	AU	-\$	123.00
	5586 0251 5116 3217	5/07/2022	VIRGIN AU7951517419649	BRISBANE	AU	-\$	123.00
	5586 0251 5116 3217	5/07/2022	VELOCITY MOTEL	KARRATHA	WA	-\$	1,528.07
	5586 0251 5116 3217	5/07/2022	Burger Urge Mackay	Mackay	QL	-\$	42.04
	5586 0251 5116 3217	5/07/2022	BP KARRATHA WEST 7651	KARRATHA	WA	-\$	21.25
	5586 0251 5116 3217	5/07/2022	DELAWARE NORTH RETAQPS	REDCLIFFE		-\$	33.80
	5586 0251 5116 3217	4/07/2022	Hungry Jacks	Perth	AU	-\$	32.30

	5586 0251 5116 3217	4/07/2022	FACEBK *7YHGZFTGR2	fb.me/ads	IR	-\$	100.00
<b>Steve Leeson</b>	5586 0272 0116 3627	28/07/2022	Seven Network Ops Limi	Docklands	NS	-\$	879.99
	5586 0272 0116 3627	28/07/2022	DOME NEWMAN	NEWMAN		-\$	15.40
	5586 0272 0116 3627	26/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	93.15
	5586 0272 0116 3627	26/07/2022	Tickets-Town Team Conf	MCMAHONS POINA		-\$	256.75
	5586 0272 0116 3627	26/07/2022	SEMINARS AUS PL	BUNGENDORE		-\$	795.60
	5586 0272 0116 3627	25/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	55.40
	5586 0272 0116 3627	25/07/2022	AMBER LEE FAY	NEWMAN		-\$	79.00
	5586 0272 0116 3627	22/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	164.40
	5586 0272 0116 3627	22/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	93.15
	5586 0272 0116 3627	22/07/2022	PARNAWARRIIGA L0033	NEWMAN	AU	-\$	92.16
	5586 0272 0116 3627	22/07/2022	Woolworths Online	BELLA VISTA	AU	-\$	65.80
	5586 0272 0116 3627	20/07/2022	LinkedIn 7202354906	Inkd.in/bill	AU	-\$	128.79
	5586 0272 0116 3627	19/07/2022	AIRBNB * HMXFTEKQZD	Surry Hills	AU	-\$	3,673.83
	5586 0272 0116 3627	18/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	287.70
	5586 0272 0116 3627	18/07/2022	WANEWSDTI	Osborne Park	WA	-\$	28.00
	5586 0272 0116 3627	15/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	76.60
	5586 0272 0116 3627	15/07/2022	NULLAGINE HOTEL	NULLAGINE	WA	-\$	300.00
	5586 0272 0116 3627	12/07/2022	DEPT OF JUSTICE-CTG PA	PERTH		-\$	74.50
	5586 0272 0116 3627	8/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	41.20
	5586 0272 0116 3627	8/07/2022	EAST WEST KITCHEN	NEWMAN	WA	-\$	26.00
	5586 0272 0116 3627	8/07/2022	AMBER LEE FAY	NEWMAN		-\$	30.00
	5586 0272 0116 3627	7/07/2022	WOOLWORTHS 4381	NEWMAN	AU	-\$	25.86
	5586 0272 0116 3627	7/07/2022	Battery World Joondal	Joondalup	WA	-\$	70.00
	5586 0272 0116 3627	7/07/2022	Battery World Joondal	Joondalup	WA	-\$	910.00
	5586 0272 0116 3627	7/07/2022	EAST WEST KITCHEN	NEWMAN	WA	-\$	68.00
	5586 0272 0116 3627	7/07/2022	AMBER LEE FAY	NEWMAN		-\$	29.50
	5586 0272 0116 3627	5/07/2022	XERO AU INV-22673775	HAWTHORN	VI	-\$	80.00
	5586 0272 0116 3627	4/07/2022	TELSTRA BSINSS APPS	ADELAIDE	SA	-\$	170.28
<b>Billing Account</b>	5586 0290 0108 8665	11/07/2022	FOREIGN TRANSACTION FEE			-\$	3.07
	5586 0290 0108 8665	11/07/2022	PERIODICAL PAYMENTS	06			

5586 0290 0108 8665	8/07/2022 FOREIGN TRANSACTION FEE	-\$	0.63
5586 0290 0108 8665	4/07/2022 FOREIGN TRANSACTION FEE	-\$	2.95
Total		-\$	24,929.34



**11.2.5 MINUTES OF THE AUDIT, RISK AND GOVERNANCE COMMITTEE  
MEETINGS HELD 22 JULY 2022 AND 25 AUGUST 2022**

**Attachments:** [Appendix 1 Ordinary ARG Committee Minutes 22 July 2022](#)  
[Appendix 2 Ordinary Minutes ARG Committee 25 August 2022](#)  
[CONFIDENTIAL Appendix 3 Back Rating Report under separate cover](#)

**Responsible Officer:** Steve Leeson  
Director Corporate Services

**Author:** Joshua Brown  
Manager Governance, Risk and Governance

**Proposed Meeting Date:** 26 August 2022

**Location/Address:** N/A

**Name of Applicant:** N/A

**Author Disclosure of Interest:** Nil

**COUNCIL DECISION / OFFICER'S RECOMMENDATION**  
(Resolution No: 2022/ 98)

**Moved:** Cr McWhirter-Brooks  
**Seconded:** Cr Landy

**That Council:**

- 1. Notes the Minutes of the meeting of the Audit, Risk and Governance Committee held on 22 July 2022 and 25 August 2022; and**
- 2. Endorses the back rating adjustments of the subject properties within table 1 of the report (confidential Appendix 3 to this report).**

**CARRIED UNANIMOUSLY**  
**RECORD OF VOTE: 8/0**

**For:** Shire President, Deputy Shire President, Crs Anick, Baer, Coppin, Landy, Lockyer, Kular

**Against:** Nil

## REPORT PURPOSE

The purpose of this report is for Council to receive the minutes of the most recent meetings of the Audit, Risk and Governance Committee and to consider its decisions and recommendations.

## BACKGROUND

The Audit, Risk and Governance Committee is established in accordance with Part 7 of the *Local Government Act 1995* as an advisory committee appointed by the Council and responsible to the Council. The Committee does not have executive powers or authority to implement actions and has no delegated authority.

## COMMENTS/OPTIONS/DISCUSSIONS

Meetings of the Audit, Risk and Governance Committee were held on Friday, 22 July 2022 and Thursday, 25 August 2022. Minutes of those meetings are attached as **Appendices 1 and 2** respectively.

At its meeting on 25 August 2022, the Committee recommended Council endorse the back rating adjustment of properties identified in the confidential report. A copy of the confidential report is attached under separate cover as **Confidential Appendix 3**. The report is designated as confidential in accordance with section 5.23(2)(c) of the *Local Government Act 1995*, as material within report refers to the personal affairs of any person.

## STATUTORY IMPLICATIONS/REQUIREMENTS

Consistent with Part 7 of the *Local Government Act 1995*.

## POLICY IMPLICATIONS

No policy implications.

## STRATEGIC COMMUNITY PLAN

### 5: Governance

Governance

G1 Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources.

G1.1 Continued focus on good governance, transparency and community and stakeholder engagement in significant decisions, including place-based plans.

## RISK MANAGEMENT CONSIDERATIONS

There are no risk management considerations associated with this item. The ARG Committee is an important tool in the Shire's risk management and assurance function.

## FINANCIAL IMPLICATIONS

Adjustments to the budget will be considered in the next Budget Review.

**VOTING REQUIREMENTS**

Simple Majority

# APPENDIX 1

Unconfirmed copy of  
Ordinary Minutes of Audit  
Risk and Governance  
Committee Meeting held on  
22 July 2022 subject to  
confirmation at next Ordinary  
Audit Risk and Governance  
Committee 25 August 2022  
Meeting scheduled for 2022



**SHIRE OF EAST PILBARA**

## MINUTES

### **ORDINARY AUDIT RISK AND GOVERNANCE COMMITTEE MEETING**

**NOTICE IS HEREBY GIVEN** that a Meeting of  
the **AUDIT, RISK AND GOVERNANCE COMMITTEE** will be held,  
in Council Chambers, Newman, 1:00pm, Friday 22 July 2022.

**Steven Harding**  
**CHIEF EXECUTIVE OFFICER**



# DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of East Pilbara for any act, omission, statement or intimation occurring during Meetings of Council or its Committees. The Shire of East Pilbara disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission, statement or intimation occurring during Meetings of Council or its Committees.

Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee Meeting does so at that person's or legal entity's own risk.

In particular and without derogating any planning application or application of a licence, any statement or intimation of approval made by any member or Officer of the Shire of East Pilbara during the course of any meeting is not intended to be and is not taken as notice of approval from the Shire of East Pilbara.

The Shire of East Pilbara warns that anyone who has any application lodged with the Shire of East Pilbara must obtain and should only rely on

## WRITTEN CONFIRMATION

of the outcome of the application and any conditions attaching to the decision made by the Shire of East Pilbara in respect of the application.

Signed: \_\_\_\_\_  
Steven Harding  
Chief Executive Officer

**AUDIT, RISK AND GOVERNANCE COMMITTEE**

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

The Shire President and Presiding Member declared the Shire of East Pilbara Audit, Risk and Governance Committee Meeting of 22 July 2022 open at 1.54pm at the Council Chambers, Newman Administration Centre.

The Presiding Member acknowledged the Nyiyaparli and Martu peoples as the traditional owners of the land and paid respects to Elders, both past, present and emerging.

All present were requested to turn off and refrain from using their mobile phones for the duration of the meeting. Tablets and laptops are permitted for the purpose of accessing agenda items. All present were also advised that the meeting was being audio recorded and Committee Members should refrain from making any defamatory statements.

## **2 ATTENDANCE BY INSTANTANEOUS COMMUNICATIONS**

Nil

## **3 RECORD OF ATTENDANCES/APOLOGIES/LEAVE OF ABSENCE**

### **3.1 ATTENDANCES**

#### Councillors

Cr Anthony Middleton	Shire President (Chair)
Cr Wendy McWhirter-Brooks	Deputy Shire President
Cr Karen Lockyer	Councillor
Cr Langtree Coppin	Councillor (Non-Voting)
Cr Peta Baer	Councillor (Non-Voting)

#### Officers

Steven Harding	Chief Executive Officer
Emma Landers	Deputy Chief Executive Officer/Director Organisation Development
Steve Leeson	Director Corporate Services (via Teams)
Joshua Brown	Manager Governance, Risk & Procurement

### **3.2 APOLOGIES**

#### Councillor Apologies

Nil

#### Officer Apologies

Nil

**3.3 LEAVE OF ABSENCE**

No requests received for his meeting.

**4 DISCLOSURES OF INTEREST**

No disclosures from Committee Members were presented for this meeting.



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**5 OFFICER'S REPORTS**

**5.1 GENERAL**

**5.1.1 RISK AND INTERNAL AUDIT PROGRAM UPDATE**

**Responsible Officer:** Steven Harding  
Chief Executive Officer

**Author:** Joshua Brown  
Manager Governance, Risk and Procurement

**Location/Address:** N/A

**Name of Applicant:** N/A

**Author Disclosure of Interest:** Nil

**COMMITTEE DECISION / OFFICER'S RECOMMENDATION**

**Moved:** Cr Lockyer

**Seconded:** Cr McWhirter-Brooks

**That the Audit, Risk and Governance Committee notes the report.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, and Councillor Lockyer

**Against:** Nil

---

**SUMMARY**

To provide Councillors with an update on the status of a number of Governance projects.

**REPORT**

The Governance Team is working through a number of important improvement projects to identify and address areas of risk, and to prepare for unplanned service disruption.

Internal Audit Program

At its March 2022 Special Meeting, Council's Audit, Risk and Governance Committee endorsed the proposed program of internal audits to commence before the end of the 2021/22 financial year.

Stantons International has been engaged to undertake internal audits in the following areas of the Shire's business:

- Records Management
- Events Management
- Grants Management

ES2 has been commissioned to undertake a further internal audit as part of the current schedule on the Shire's cybersecurity. This audit will include penetration testing, to identify vulnerabilities to data breaches, unauthorised access and other malicious interference.

Each of these audits is due for completion before the August 2022 Audit, Risk and Governance Committee meeting, which will receive a report of the audit findings and recommendations. They are currently on schedule.

#### Fraud Prevention Gap Analysis

Council amended a Key Focus Area for the Chief Executive Officer at its March 2022 Ordinary Council Meeting to include the undertaking of a fraud prevention gap analysis, to help identify any weaknesses or vulnerabilities in the Shire's fraud prevention and control measures.

Paxon Group was appointed to complete this work which is now underway. The findings of the gap analysis and recommendations will be presented to the August 2022 Audit, Risk and Governance Committee meeting. This work is currently on schedule.

#### Business Continuity Management

Following an internal review of the Shire's existing Business Continuity Plan, it was recommended to the Executive Leadership Team that a new suite of business continuity management measures be introduced to properly prepare the organisation for disruption to its usual business activities.

The Shire has engaged RiskWest to formulate a new business continuity plan, based upon the key areas of the Shire's business that disruption would impact. This work is now underway and is due for completion in the first quarter of 2022/23.

### **STATUTORY IMPLICATIONS/REQUIREMENTS**

No known statutory implications.

### **POLICY IMPLICATIONS**

No known policy implications.

### **STRATEGIC COMMUNITY PLAN**

#### **5: Governance**

*Demonstrated accountability and corporate governance.*

G1 Provide efficient, accountable and ethical governance.

G1.1 *Enhance governance capability to deliver sustainable outcomes, roads and buildings*

**RISK MANAGEMENT CONSIDERATIONS**

Low - Compliance

**FINANCIAL IMPLICATIONS**

Resource requirements are in accordance with existing budgetary allocation.

**VOTING REQUIREMENTS**

Simple Majority.

**5.1.2 REVIEW OF FINANCIAL MANAGEMENT, RISK MANAGEMENT,  
LEGISLATIVE COMPLIANCE AND INTERNAL CONTROLS**

**Attachments:** [Appendix 1 Shire of East Pilbara Reg 17 FMR 2022](#)

**Responsible Officer:** Steven Harding  
Chief Executive Officer

**Author:** Steve Leeson  
Director Corporate Services

**Location/Address:** N/A

**Name of Applicant:** N/A

**Author Disclosure of Interest:** Nil

**COMMITTEE DECISION / OFFICER'S RECOMMENDATION**

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Lockyer

**That the Audit, Risk and Governance Committee:**

- 1. Receives the Review of Financial Management, Risk Management, Legislative Compliance and Internal Controls as Appendix 1; and**
- 2. Requests the presentation to the Audit, Risk and Governance Committee of future updates concerning the implementation of possible future controls.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, and Councillor Lockyer

**Against:** Nil

**REPORT PURPOSE**

To receive the results of the 2021 Chief Executive Officer's Review of Risk Management, Internal Control and Legislative Compliance.

**BACKGROUND**

The *Local Government (Audit) Regulations 1996* (the regulations), Regulation 17 requires that the Chief Executive Officer undertakes a review of the appropriateness and effectiveness of its systems and procedures in regard to Risk Management, Legislative Compliance and Internal Control Frameworks.

A review has been carried out by Moore Australia (WA) in 2021/22 as part of the review mandated by the regulations to take place no less than every three years.

### COMMENTS/OPTIONS/DISCUSSIONS

Moore Australia (WA) was engaged to undertake this review and report to the Chief Executive Officer on the adequacy and effectiveness of the Shire's existing Risk Management, Internal Control and Legislative Compliance .

The assessment was to be carried out with a view to identifying areas that may require improvement and then detail these in an Improvement Plan.

The scope of the review encompassed all aspects of the Shire's operations including the following broad categories:

- Management
- Financial
- Compliance
- Technology
- Infrastructure and Assets
- Human Resources
- Contractual
- Security
- Economic/Political

Following interviews and enquiries conducted with key staff within the Shire and interrogation of relevant documentation, Moore Australia (WA) has identified a number of opportunities for improvements in the above frameworks.

These findings and actions are included in the **Appendix 1** to this report.

### STATUTORY IMPLICATIONS/REQUIREMENTS

*Local Government (Audit) Regulations*

Regulation 17. CEO to review certain systems and procedures

(1) *The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to:*

- (a) *risk management; and*
- (b) *internal control; and*
- (c) *legislative compliance.*

(2) *The review may relate to any or all of the matters referred to in sub regulation (1) (a), (b) and (c), but each of those matters is to be the subject of a review at least once every 2 calendar years.*

(3) *The CEO is to report to the audit committee the results of that review.*

**POLICY IMPLICATIONS**

- 4.11 Legislative Compliance
- 4.12 Risk Management

**STRATEGIC COMMUNITY PLAN**

**Goal 1 – Civic Leadership – Planned Actions**

*The Shire of East Pilbara seeks to deliver high quality corporate governance and demonstrate accountability to its constituents. All decisions are informed by community engagement – leading to the effective allocation of the Shire's resources – that deliver optimum benefits to the community.*

- 1.1 Efficient and effective local government
  - 1.1.1 *Ethical, accountable and transparent decision-making*

*Responsible officer: DCEO Timing: As appropriate*

- 1.1.2 *Continued strong financial management*

*Responsible officer: DCEO Timing: 1 year*

- 1.1.3 *Effective business management Responsible officer: DCEO Timing: 1-3 years*

**RISK MANAGEMENT CONSIDERATIONS**

Compliance – Moderate

**FINANCIAL IMPLICATIONS**

Resource requirements are in accordance with existing budgetary allocation.

**VOTING REQUIREMENTS**

Simple Majority.

# Review of Financial Management, Risk Management, Legislative Compliance and Internal Controls

Shire of East Pilbara

July 2022



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# 1.0 Engagement Overview

## 1.1 Scope of Services

The Shire of East Pilbara (Shire) engaged Moore Australia to undertake a review service with a dual purpose, firstly to provide the basis for a report by the CEO to the Audit Committee on the appropriateness and effectiveness of the Shire's risk management, internal controls and legislative compliance systems and procedures as required by the *Local Government (Audit) Regulations 1996* Regulation 17. Secondly, a review of financial management systems to assess the appropriateness and effectiveness of these systems and procedures, as required by *Local Government (Financial Management) Regulations 1996* Regulation 5(2)(c).

For efficiency, the reviews were undertaken simultaneously, and the results contained in this single report. Financial management systems and procedures are considered a subset of broader overall risk management, legislative compliance and internal controls. The matters examined in respect of financial management systems are detailed in Appendix A and where opportunities for improvement were identified, they are reported within the relevant section of the risk management, legislative compliance and internal controls framework design, implementation and evaluation sections of this report.

The results of the risk management, legislative compliance and internal controls review are to be reported by the CEO to the Audit Committee. The Audit Committee is required to review the CEO's report and on-report to the Council. The report from the Audit Committee to the Council is required to have attached a copy of the CEO's initial report to the Audit Committee.

### 1.1.1 Procedures – Financial Management Review

Our procedures for the Financial Management Review encompassed a review of the Shire's financial systems including, but not necessarily limited to:

- Collection of money owed;
- Custody and security of money and investments held;
- Rates;
- Maintenance and security of financial records;
- Accounting and controls for revenue and expenses;
- Accounting and controls for assets and liabilities;
- Accounting and controls for trust transactions;
- Authorisation of purchases;
- Authorisation of payments;
- Borrowings;
- Maintenance and processing of payroll;
- Stock controls and costing records;
- Record keeping for financial records;
- Preparation of budgets and budget reviews; and
- Preparation of financial reports.

Our procedures and approach have been developed over a number of years taking into account our extensive local government background and seeks to examine both financial systems and procedures in use.

The financial management review does not examine systems and procedures which are non-financial in nature and did not specifically test for legislative breaches.

# 1.0 Engagement Overview

## 1.1.2 Procedures – Risk Management, Legislative Compliance and Internal Controls Review

Our procedures for the systems and procedures review, as required by regulation 17 of the *Local Government (Audit) Regulations 1996*, on behalf of the CEO encompassed the following services:

- A review of the risk management systems policies, procedures and plans in place at the Shire;
- Evaluate the non-financial/operational internal control systems and procedures at the Shire;
- Assess systems and procedures for maintaining legislative compliance; and
- Prepare a report of matters identified during the review to assist the CEO assess the appropriateness and effectiveness of the relevant systems and procedures in accordance with regulation 17 of the *Local Government (Audit) Regulations 1996*.

To undertake these procedures, we applied the following methodology:

- Conduct interviews with key personnel involved in risk management, financial management and the Shire's adherence to legislative requirements;
- Identify the extent of commitment and mandate to risk management principles, using AS/NZS ISO 31000:2018 as the framework, within the overall risk management framework;
- Review each component of risk management, legislative compliance and internal controls after considering the overall risk environment, governance structure and internal control environment;
- Assess the gaps, if any, between the current processes and the expected risk management, internal controls and legislative compliance systems and procedures and recommend suggested improvements; and
- Report on the appropriateness and the effectiveness of current systems and procedures.

The review was a high-level review given the scale, variety and breadth of non-financial activities and considered, as a minimum, the issues identified by the Department of Local Government, Sport and Cultural Industries to Local Government Operational Guideline Number 09 – Audit in Local Government (listed in Appendix E).

## 2.0 Review Context

### 2.1 Review Context - Shire of East Pilbara

Understanding the external and internal context in which the Shire operates, relevant to financial management, risk, the internal control environment and its legislative compliance obligations, as it seeks to achieve its overall strategic objectives is important to the review of the related systems and procedures.

The external and internal environmental influences identified during the review are set out below:

External Influences	Internal Influences
Increasing community expectations in relation to service levels and delivery.	The objectives and strategies contained in the current Strategic Community Plan.
Rapid changes in information technology, changing the service delivery environment.	The timing and actions contained in the current Corporate Business Plan.
Increased compliance requirements due to government policy and legislation.	Organisational size, structure, activities and location.
Cost shifting by the Federal and State governments.	Human resourcing levels and staff retention.
Demand for resourcing due to potential expansion in service delivery.	The financial capacity of the Shire.
Reducing external funding for infrastructure and operations.	Maintenance of corporate records.
Increasing risk of cyber attack resulting in compromised or lost data.	Allocation of resources to achieve strategic outcomes.
Changes in mining and pastoral practices and the associated social impacts.	COVID 19 and impact on the internal environment
Changing of resource sector operations.	
COVID 19 and impact on the external environment.	
Changing global economic environment.	

## 3.0 Review Summary

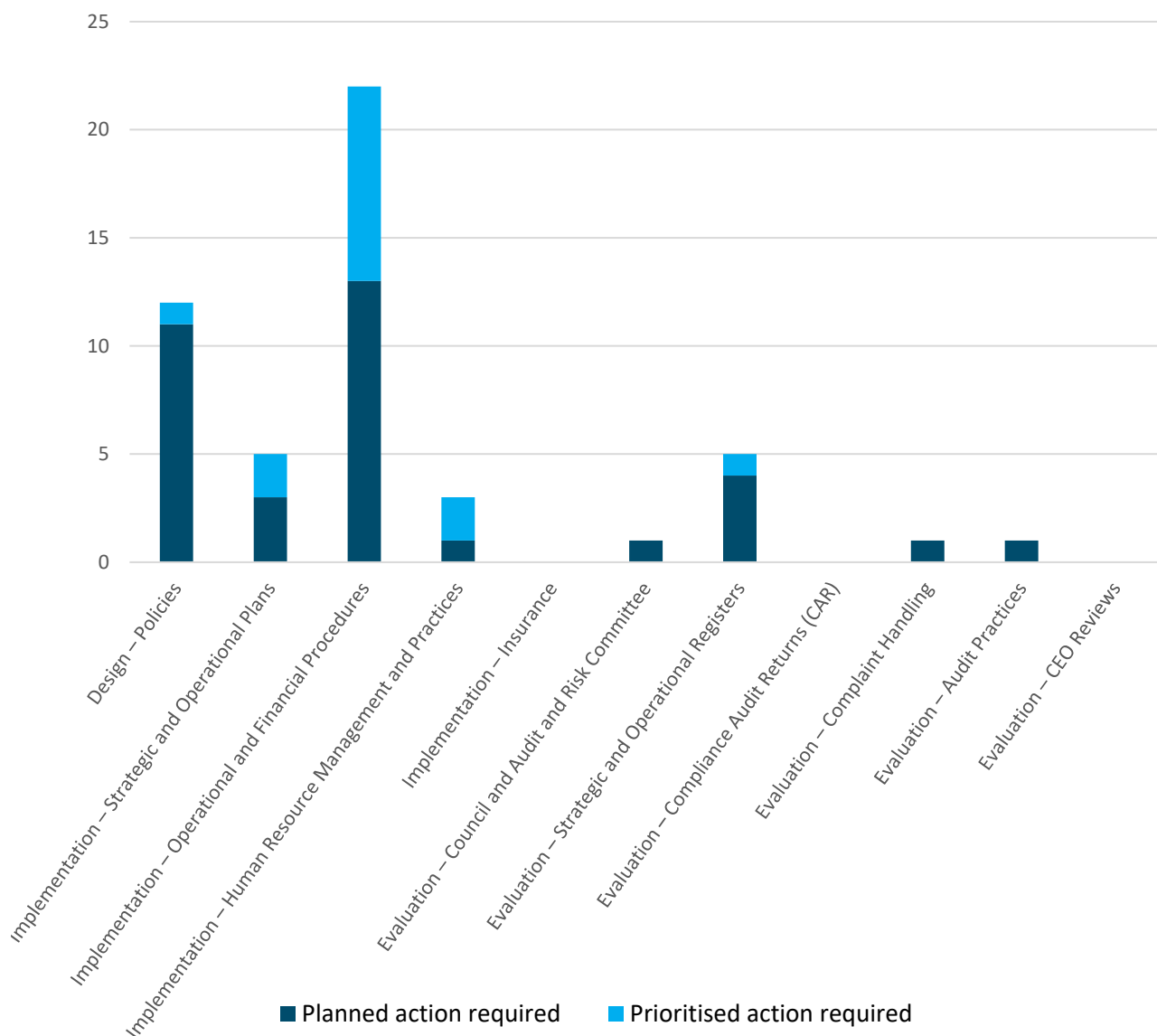
### 3.1 Overall

Operations of a regional local government are complex and involve a number of people making decisions across a large number of areas of operations. The Shire of East Pilbara is highly reliant on a small team of senior decision makers to govern its operations whilst trying to ensure sound financial and risk management through internal controls whilst seeking to achieve a high level of compliance.

This review was undertaken by first determining an appropriate framework for the Shire against which current policies, procedures and actions could be assessed this is described further in Section 6. A number of areas for improvement were identified during the review. As the Shire has limited resources the areas identified for improvement have been split between those requiring prioritised action and those requiring planned action as it will require resources and time to address a number of the matters raised.

The chart below reflects the number of improvements identified within each area of the framework examined.

#### No of improvements identified by framework element



Details of each improvement identified under each framework element are provided in Sections 6 through 8 of this report. Key improvements are provided under each of the review areas, financial management, risk management, internal control and legislative compliance on the following pages.

A summary of improvements listed by prioritised and planned action is provided at Appendix F.

## 3.01.0 Review Summary

### 3.2 Financial Management

The Shire has a number of financial management system controls to cover the wide variety of operations undertaken. Council has responsibility for the adoption of the annual budget and annual report, review of the monthly statement of financial activity and review of the monthly list of payments. Responsibility for the financial management of the Shire rests with the CEO, as detailed under *Financial Management Regulation 5(1)*.

#### 3.2.1 Appropriateness

Considering the size, resources, variety of operations and the context in which the Shire operates, documented internal control procedures relating to financial management systems, are considered largely appropriate as a means of maintaining a high level of control over the financial management of the Shire. Our assessment as to the appropriateness is subject to identified weaknesses being addressed, and provided internal control procedures are routinely and consistently applied.

Weaknesses were identified with current controls and procedures, these are explained within Section 6.0 Framework Design of this report.

#### 3.2.2 Effectiveness

Considering the results of other elements of financial management systems and processes where documented and routinely tested, the current practices undertaken by the Shire of East Pilbara may be considered generally effective. Our assessment as to effectiveness is subject to the implementation of the improvements highlighted in Section 7.0 Framework Implementation of this report.

Weaknesses were identified where internal controls are not considered effective. These are explained within Section 7.0 Framework Implementation of this report.

#### 3.2.3 Improvements

Details of recommended improvements to the current financial management, procedures and systems for the Shire are set out within the framework design and implementation sections of this report. Key improvements to the appropriateness and effectiveness of these procedures and internal controls include:

- Up to date bank reconciliation;
- Cash handling controls;
- Fixed asset controls;
- Accounts payable controls;
- Inventory controls;
- Security controls;
- Register of financial interests;
- Banking payments;
- Procurement controls; and
- Payroll controls.

## 3.01.0 Review Summary

### 3.3 Risk Management

The Shire initially developed its formal risk management processes with the adoption of an updated Risk Management Policy in August 2014. The Policy refers to the Risk Management Standard ISO 31000:2018. The policy document forms the basis for risk management activities within the Shire.

#### 3.3.1 Appropriateness

Currently, a documented entity wide Risk Management Policy is in existence to guide the implementation of risk management throughout the Shire. The current policy is based on the Risk Management Standard, AS/NZ ISO 31000: 2018. The updates to the Standard were to highlight the leadership of top management and integration of risk management in organisations, along with the iterative nature of risk management.

Considering the size, resources, operations and the context in which the Shire operates, a documented risk management policy and procedures aligned to ISO 31000:2018 is considered appropriate as a means of uniformly supporting decision making and documenting the organisation's response to risks.

#### 3.3.2 Effectiveness

The current risk management policy reflects the Shire's commitment to organisation wide risk management principles, systems and processes aimed at optimising the achievement of objectives, embedding controls to mitigate risk, improving corporate governance and planning for continuity of critical operations. Development and application of risk management systems and processes are required to be implemented throughout the organisation in order for risk management processes and procedures to be considered effective.

#### 3.3.3 Improvements

Improvements to risk management practices and policies are detailed within the framework design and implementation sections of this report, with key matters summarised as follows:

- Develop and maintain an ICT strategic plan;
- Undertake a comprehensive ICT security review;
- Develop and apply risk management activities to existing practices in accordance with a suitable risk management framework; and
- Ensure appropriate management of operational risks for high risk areas.

## 3.01.0 Review Summary

### 3.4 Internal Control

A formal internal control policy is yet to be developed and adopted by the Shire. A policy to guide the Shire may assist to ensure an iterative risk based approach to evaluating the internal controls, systems and procedures, as well as providing a mechanism whereby regular review and updates occur.

#### 3.4.1 Appropriateness

Considering the size, resources, operations and the internal/external context in which the Shire operates, the internal control framework, procedures and systems as described to us are considered appropriate for most areas of operations, subject to the identified improvements being in place. A number of internal controls were identified where these controls are not considered appropriate, as described with section 7.0 Framework Implementation of this report.

#### 3.4.2 Effectiveness

Considering the overall results of monitoring and compliance practices undertaken by the Shire of East Pilbara, the current internal control framework, procedures and systems (where documented, maintained and routinely tested) may be considered effective. Our assessment as to effectiveness is subject to the implementation of the improvements detailed at Section 7.0 Framework Implementation of this report.

#### 3.4.3 Improvements

The knowledge and experience of senior staff has contributed to a number of preventative controls being implemented throughout the Shire. Further enhancement to these controls may be considered through the implementation of detective controls, as noted within Section 7.0 of this report.

Recommended improvements to the current internal control framework, procedures and systems are detailed later within the framework design and implementation sections of this report with selected key improvements to internal controls summarised as follows:

- Development of a documented internal controls policy, promoting a risk-based approach to the further development and maintenance of documented internal controls and procedures should provide an appropriate internal control framework. Continual risk based assessment of appropriate controls throughout the organisation will assist to identify the need for new controls and identify existing outdated and unnecessary controls to be discontinued;
- Development, testing and maintenance of an IT Disaster Recovery Plan;
- Key internal controls should be documented either as procedures, checklists or workflow diagrams;
- Define procedures to manage changes to internal controls;
- Maintain records management activities in line with the Shire's Records Keeping Plan;
- Develop and maintain a number of registers to improve existing internal controls as discussed at Section 8.2 of this report;
- Undertake appropriate training at induction and at regular intervals to ensure staff are fully aware of, and understand, relevant internal controls; and
- Implement financial management control recommendations discussed at Section 3.1 of this report.

## 3.0 Review Summary

### 3.5 Legislative Compliance

Currently, no legislative compliance policy exists to communicate expectations of Council in relation to legislative breaches and regulatory compliance. Reliance in this regard is dependent upon the knowledge and experience of senior staff and their individual desire to achieve high levels of legislative and regulatory compliance.

#### 3.5.1 Appropriateness

Considering local governments generally maintain a low risk appetite for breaches of legislation, a documented legislative compliance policy would be considered appropriate and good governance. Reliance on experienced senior staff for legislative compliance while considered appropriate, carries high risk where the number of experienced senior staff is low.

#### 3.5.2 Effectiveness

Maintaining legislative compliance is heavily reliant on the knowledge, experience and commitment of senior staff, to identify and prevent breaches of legislation. As a consequence, staff turnover, competing priorities and variations in workloads may have a significant negative impact on legislative compliance. Therefore, one of the most effective controls in maintaining legislative compliance is a motivated, stable, experienced and knowledgeable senior management group.

Instances of non-compliance with legislative requirements were identified during our review. Apart from the identified breaches of legislation, and in the instances where the effectiveness was able to be assessed, the current legislative compliance framework is considered effective.

#### 3.5.3 Improvements

Improvements to the current legislative compliance framework, are set out later within this report and summarised as follows:

- Development of a legislative compliance policy dealing with legislative compliance;
- Maintain financial interest and tender registers as required by legislation;
- Ensure all items required by legislation to be on the website are maintained on the website with procedures to document when they are uploaded or modified.
- Further development and approval of authorised checklists for functions which require a high level of legislative compliance; and
- Develop and maintain a staff training matrix and coordinate training across the Shire. A risk based training matrix should help ensure staff with the responsibility for preventing, identifying and reporting breaches of legislation, are offered relevant training to ensure their knowledge of legislative requirements is maintained and qualifications are maintained and up to date where required.



## 4.0 Methodology

### 4.1 Review Methodology – Financial Management Review

The objective of this review is to assist the CEO of the Shire of East Pilbara to discharge responsibilities in respect to Regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996 (as amended)*.

In carrying out our review, we examined documented policies / procedures, undertook walkthroughs of key systems and procedures and performed limited detailed testing procedures to identify weaknesses in the financial management system and report to the CEO on the appropriateness and effectiveness of the control environment within the Shire, as required by regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996*.

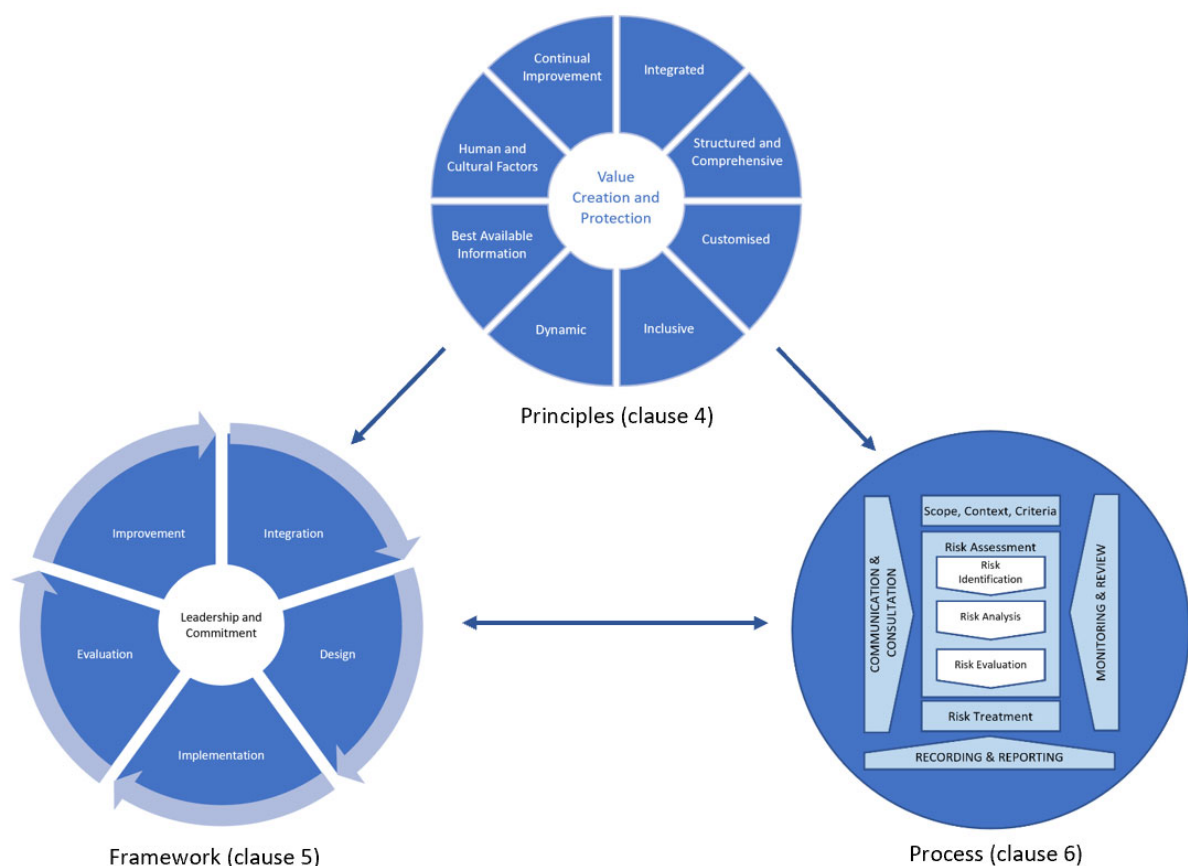
### 4.2 Review Methodology – Risk Management, Legislative Compliance and Internal Controls

The primary goal of this review is to assist the CEO to establish the appropriateness and effectiveness of the Shire systems and procedures in relation to risk management, legislative compliance and internal controls.

Internal controls are designed to treat risks and form part of the risk management process. Non-compliance with legislation is one of the risks that would usually be identified as a consequence of applying a risk management process.

The Australian Standard for Risk Management, ISO 31000:2018(E), identifies three components in the application of risk management, being *Principles*, *Framework* and *Process*, as set out in Diagram 1 below.

**Diagram 1. Risk Management Principles, Framework and Process**



Source: Australia/New Zealand Standard ISO 31000:2018

## 4.0 Methodology

### 4.2 Review Methodology – Risk Management, Legislative Compliance and Internal Controls (continued)

In undertaking our review, we have applied the three ISO 31000:2018 framework components, as set out on the previous page, to the review topics (risk management, internal controls and legislative compliance). This involves a process incorporating the five risk management framework components, *Integration, Design, Implementation, Evaluation and Improvement*, into the review of systems and processes:

- Identify the extent of leadership and commitment to the principles;
- Assess the extent of integration of risk management within the Shire;
- Assess the design of the current framework through an understanding of the Shire and the context within which it operates (risk management, legislative compliance and internal controls) after considering the overall context in which the review occurs;
- Assess the implementation of the current framework;
- Assess the extent of evaluation of the current framework and its effectiveness in supporting the Shire's objectives;
- Assess the current framework and improvements to the suitability, adequacy and effectiveness of the framework;
- Review the current process for the Shire's systematic application of policies, procedures and practices to the activities of communicating and consulting, establishing context, assessing, treating, monitoring, reviewing, recording and reporting risk, internal controls and legislative compliance; and
- Report on the appropriateness and effectiveness of current systems and procedures.

This evaluation is based on interviews with key staff, review of requested documentation listed in the Appendices and reference to any external audit reports or reviews previously conducted.

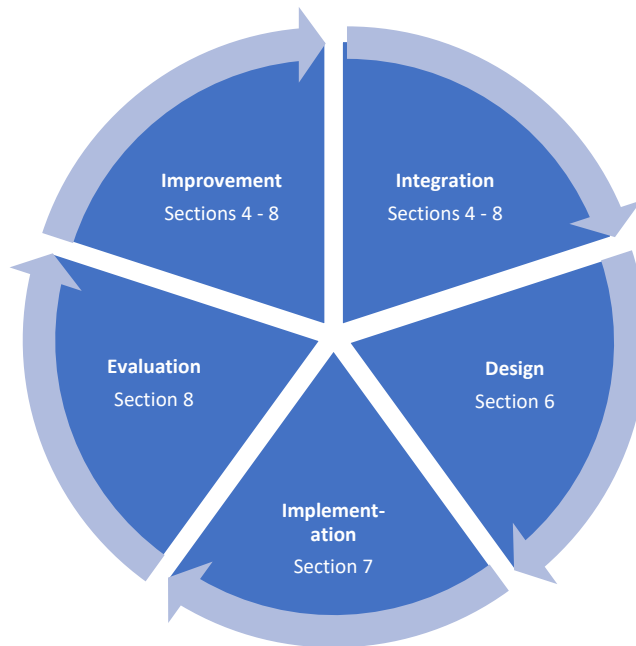
## 5.0 Appropriate Framework

### 5.1 Risk Management, Internal Control and Legislative Compliance

The following framework was identified as being appropriate for risk management, internal control and legislative compliance for the Shire of East Pilbara, after consideration of the current internal and external influences, detailed in Section 2.1.

Diagram 2. Risk Management, Internal Control and Legislative Compliance Framework

A high-level review of risk management systems, internal controls and legislative compliance was



Source: Australia/New Zealand Standard ISO 31000:2018

undertaken which precluded detailed testing in all areas.

The results of our review, as detailed on the following pages, are set out with reference to the structure of the above framework. We assessed the following areas:

Design	Implementation	Evaluation
6.1 Strategic Plans	7.1 Strategic and Operational Plans	8.1 Council and Audit and Risk Committee
6.2 Council Policies	7.2 Operational and Financial Procedures	8.2 Strategic and Operational Registers
	7.3 Human Resources Management and Practices	8.3 Annual Compliance Audit Returns
	7.4 Insurance	8.4 Compliant Handling
		8.5 Audit Practices
		8.6 Reviews required by the CEO

Integration along with Leadership and Commitment were assessed within each of the elements of the framework.

## 6.0 Framework Design

### 6.1 Strategic Plans

The Shire has adopted two key strategic documents, the Strategic Community Plan 2018-2028 and the Corporate Business Plan 2018-2021. These plans identify the Council's organisational objectives and key outcomes, as the Shire progress on its stated vision "A diverse community thriving in a vast landscape that offers a world of opportunity and rich heritage and culture".

The Strategic Community Plan recognises the community's aspirations and values through the following key focus areas:

1. **Economic:** Support the diverse and sustainable economic development of the region through advocacy, and promotion of the region;
2. **Social:** Foster harmonious communities that acknowledge cultural diversity and heritage, share strong community connections and have access to relevant and affordable community services.
3. **Built Environment:** "Well-connected places and communities with safe roads, housing choice and well maintained infrastructure to support an increasing population and economic growth;
4. **Natural Environment:** "Effectively manage and maintain its iconic Pilbara environmental assets and biodiversity by reducing ecological footprints and developing clean, green towns, and
5. **Governance:** Deliver high quality corporate governance and demonstrate accountability to its constituents. All decisions are informed by community engagement – leading to the effective allocation of the Shire's resources - that deliver optimum benefits to the community.

In seeking to achieve its objectives, the Shire of East Pilbara faces both inherent and business risks. Whilst striving to fulfil expectations, it is also expected to meet compliance with numerous legislative requirements. To manage these risks, the Shire has established various processes, systems and controls.

The Strategic Community Plan references strategic challenges which might affect the Shire, and the community's aspirations / vision, and the projects and programs which will be implemented through the plan.

This review examines the appropriateness and effectiveness of the organisation's risk management systems, internal controls and legislative compliance in the context of the Shire striving to achieve its stated objectives.

## 6.0 Framework Design

### 6.2 Council Policies

Whilst the operations of the Shire are the responsibility of the CEO, the Council is responsible for setting the framework for operations via adopted Council policies. These policies represent an overarching framework relevant to risk management, financial management, internal controls and legislative compliance and have been reviewed for appropriateness and effectiveness.

In general, Council policies are well formulated and provide clear guidance regarding Council's position on certain matters. A list of policies reviewed is provided in Appendix B - Council Policies Examined. The table below details matters identified and associated suggested improvements.

Policy	Purpose / Goal	Matters Identified / Improvement
6.2.1 Policy Review	Routine review of Policies to help ensure they remain current.	<p>Policies are reviewed annually by Council to help ensure they remain current. There is limited and inconsistent 'history' (adoption / review) to indicate where policies have been reviewed and amended. Some policies have been rescinded however still remain in the policy manual which could lead to confusion.</p> <hr/> <p><b>Improvement:</b></p> <p>Ensure procedures and policies are in place for the regular review of Policies. Following review of policies by Council, update the latest 'history' date on the policy to provide evidence and an accurate record of when the policy was reviewed, amended and adopted. Where a policy has been rescinded, remove the policy from the policy manual.</p> <p><b>Management Comments:</b></p> <p>Rolling review of Corporate Services policies commenced in 2021. Program of review for other Directorates to be established.</p>
6.2.2 Formal Communications Policy Elected Member Policy 1.19	A policy to manage the formal complaints process	<p>This policy states complaints may be lodged with the CEO, Shire President or Deputy Shire President. This conflicts with Council resolution 202021/142 which adopted the CEO as the complaints officer.</p> <hr/> <p><b>Improvement:</b></p> <p>Ensure that the Formal Communications Policy Elected Members policy is in line with the code of conduct in relation to the lodging of complaints.</p>

## 6.0 Framework Design

Policy	Purpose / Goal	Matters Identified / Improvement
6.2.3 Budget Management Policy 3.5	A policy to manage the timing of capital works projects and purchases.	<p>We noted this policy may be operational in nature. Council policies are not necessarily intended to provide direction on how different operational functions are to be executed as these are the responsibility of the CEO.</p> <hr/> <p><b>Improvement:</b></p> <p>Review and update this policy to consider the appropriate separation of the roles of the council and the CEO. Consider review and update of policies to articulate the strategic direction of Council, particularly where legislation does not provide such direction.</p>
6.2.4 Credit Card Policy 3.12	Policy to regulate the use of corporate credit cards issued to employees.	<p>We noted this policy may be operational in nature. Council policies are not necessarily intended to provide direction on how different operational functions are to be executed as these are the responsibility of the CEO.</p> <hr/> <p><b>Improvement:</b></p> <p>Review and update this policy to consider the appropriate separation of the roles of the council and the CEO. Consider review and update of policies to articulate the strategic direction of Council, particularly where legislation does not provide such direction.</p>
6.2.5 Regional Price Preference Policy 3.13	Policy to set out criteria to be applied for pricing assessment of regional / local businesses in procurement evaluation	<p>This policy states a requirement for an annual review. The document history shows no evidence of this being undertaken.</p> <hr/> <p><b>Improvement:</b></p> <p>Ensure processes and system are in place for the review of policies in line with legislation and policy requirements and update the history section within each policy to provide an accurate record of the policy review occurring. Alternatively amend the review timeframe to align with organisational needs.</p>

## 6.0 Framework Design

Policy	Purpose / Goal	Matters Identified / Improvement
6.2.6 Procurement and Tender Procedures Policy 3.14	<p>Provide a best practice approach and procedures for purchasing.</p> <p>Ensure consistency for all purchasing activities that integrates within all the Shire of East Pilbara operational areas</p>	<p>The Policy provides no direction in relation to contract variations and extensions for contracts awarded or against a written specification (i.e. those not issued by tender). Extension of contracts and associated price changes are also not covered by the Policy. For contracts awarded by tender, legislation provides minimum requirements.</p> <hr/> <p><b>Improvement:</b> Amend the Policy to provide the following:</p> <ul style="list-style-type: none"> <li>Prohibit price variations to existing contracts awarded by tender other than those provided within the original contract, as required by <i>Local Government (Functions and General) Regulations 1996</i> Regulation 11(2) (j) (iv). Procedures should also be developed for the authorisation of variations allowed for by the regulations.</li> <li>Purchasing requirements for the issuing of contract variations and extensions for contracts not awarded by public tender. Consideration should be given to circumstances where the contract value increase over a policy threshold level, due to the variation or extension.</li> </ul>
6.2.7 Environment Council Recognition Policy 4.4	A policy to ensure consideration of the environment in Council's decision.	<p>Policy requires the environment should be considered in all council decisions, however it is not clear due consideration of the environment is being recorded in the minutes of Council Meetings.</p> <hr/> <p><b>Improvement:</b> Amend the structure of Council reports to clearly report on environmental factors within each Council item.</p>
6.2.8 Risk Management Policy 4.12	Policy to set out the Shire's approach to articulate its commitment to Risk Management.	<p>This policy has not been reviewed in the two-year timeframe required by the policy.</p> <hr/> <p><b>Improvement:</b> Develop process and systems are in place to ensure the regular review of policies in line with the requirements set out within the policies.</p> <p><b>Management Comments:</b> Planned for 2023.</p>

## 6.0 Framework Design

Policy	Purpose / Goal	Matters Identified / Improvement
6.2.9 Newman Aquatic Centre Alcohol Policy 5.1	A policy to describe the conditions to be observed in regard to the consumption of alcohol at the Newman Aquatic Centre.	<p>This policy sets out the conditions for the consumption of alcohol at the Newman Aquatic Centre. The policy allows for the consumption of alcohol for private functions with the pools in the centre to be sectioned off to not permit access. The policy does not adequately consider risks and controls which may limit the effectiveness of the intended policy aim. Additionally, we noted this may not be able to be sufficiently done, however staff representations noted no booking with alcohol has occurred recently.</p> <hr/> <p><b>Improvement:</b></p> <p>Consider rescinding the policy to ensure appropriate ongoing operational management of risks associated with the intended policy aim.</p>
6.2.10 Hire of Recreation Facilities for Youth Activities Policy 6.3	A policy to manage a youth volunteering program.	<p>The policy provides for young people suffering financial hardship to undertake voluntary work for the Shire in return for free access to the Shire's sport and recreation facilities. The policy arrangements do not sufficiently detail the authorisations and limitations required when applying the policy, and in its current form the policy may also conflict with employment legislation.</p> <hr/> <p><b>Improvement:</b></p> <p>Review the legal considerations within this arrangement and consider the appropriateness of the policy. Revision of the policy may be required to comply with legislative requirements.</p>



## 6.0 Framework Design

Policy	Purpose / Goal	Matters Identified / Improvement
6.2.11 Internal Control Policy	A policy to evidence Council's commitment to Internal Controls and their importance to the organisation.	<p>Currently, no policy on internal controls is currently adopted by Council.</p> <hr/> <p><b>Improvement:</b></p> <p>We suggest an internal control policy be formulated and adopted to formalise Council's commitment and approach to internal controls, based on a risk management process.</p> <p><b>Management Comments:</b></p> <p>Adherence to procedures and having controls in place is both implied and legislated.</p>
6.2.12 Legislative Compliance Policy	A policy to evidence Council's commitment to legislative compliance and its importance to the organisation.	<p>Currently, no policy on internal legislative compliance is currently adopted by Council.</p> <hr/> <p><b>Improvement:</b></p> <p>Development and adoption of a legislative compliance policy may help formalise Council's commitment and approach to legislative compliance.</p> <p><b>Management Comments:</b></p> <p>Shire policy 4.11 Legislative Compliance was revoked at the 23 July OCM. Legislative Compliance with the law is obligatory.</p>

## 7.0 Framework Implementation

### 7.1 Strategic and Operational Plans

The Council has several strategic and operational plans which form the basis of entity level controls and entity level risk assessments.

A list of plans reviewed is provided in Appendix C - Plans Examined. The table below details areas for possible improvement in relation to the plans examined.

Plan	Purpose / Goal	Matters Identified / Improvement
7.1.1 Annual Budget	Council to authorise expenditure for the year in accordance with legislative requirements.	<p>We noted the 2021-22 Budget adopted on the 23rd July 2021 and recorded in the minutes did not comply with the <i>Financial Management Regulations</i> s27(a)(i) and (ii), s27(c)(i), s27 (d), s27(i), s27(m) and s31. We note the adopted budget was different to the published 2021-22 annual budget downloaded from the Shire website on the 1st February 2022.</p> <hr/> <p><b>Improvement:</b></p> <p>Ensure that the annual budget is in the correct format and complies with the relevant legislation.</p> <p><b>Management Comments:</b></p> <p>The components of the Council Report adopting the Shire's annual budget, are made into the published budget as per the advertised on the Shire website.</p> <p>FMR s27(a)(i) - is within minutes OCM July 2021 report 9.2.5 Attachment 1, page 1.</p> <p>FMR s27 (a)(ii) - is within minutes OCM July 2021 report 9.2.5 Attachment 3, 20.3 Rates and Valuations</p> <p>FMR s27(c)(i) - is within 9.2.5 as part 7 of resolution.</p> <p>FMR s27 (d) - noted, was only in published budget.</p> <p>FMR s27(i) - is within 9.2.5 as part 1 of resolution.</p> <p>FMR s27(m) - page 5 of published budget.</p> <p>FMR s31 - Acknowledged and also raised by the Department, nothing further. Carry forward projects were amended into the budget in August 2021.</p>
7.1.2 ICT Disaster Recovery Plan	Plan to address the handling of ICT disaster recovery.	<p>An ICT Disaster Recovery Plan has been developed by the Shire, however the plan has not been tested and due to system upgrades is now considered outdated.</p> <hr/> <p><b>Improvement:</b></p> <p>Develop an ICT Disaster Recovery Plan and ensure it's maintained, reviewed and tested to ensure it's continued validity.</p> <p><b>Management Comments:</b></p> <p>Several elements have been tested during 2022 and back up power systems installed. The Plan is part of current outsourced IT Services contract. Pending completion of Business Continuity Planning as informing document, can progress.</p>

Plan	Purpose / Goal	Matters Identified / Improvement
7.1.3 ICT Strategy	Plan to guide the future development and delivery of ICT services.	<p>An ICT Plan highlighting and addressing ICT risks and how they are to be addressed was not available for inspection.</p> <hr/> <p><b>Improvement:</b></p> <p>Develop an ICT Strategic Plan identifying and documenting key ICT risks along with the treatments to reduce the risk to an acceptable level.</p> <p><b>Management Comments:</b></p> <p>The drafting of a Digital Plan is currently underway. This will form a road map the procurement approach towards replacement of core and supplementary systems.</p> <p>A Cyber Security Audit is in progress which will inform towards identifying and managing risks.</p>
7.1.4 Trading Undertaking	Statutory disclosures for trading undertakings are appropriately undertaken.	<p>We noted the airport operations were not disclosed as a trading undertaking in the annual budget or annual financial report. No evidence was available to determine if consideration of requirements to disclose was undertaken.</p> <hr/> <p><b>Improvement:</b></p> <p>Undertake a process to consider whether the current Airport activities is required to be disclosure in the annual report and annual budget.</p>
7.1.5 Integrated Planning	Plans to support the strategic planning of the organisations.	<p>A current and up to date Asset Management Plan, Workforce Plan and Long-Term Financial Plan were not available for review.</p> <hr/> <p><b>Improvement:</b></p> <p>Develop and maintain documents supporting the Shire's Strategic Community Plan and Corporate Business Plan.</p> <p><b>Management Comments:</b></p> <p>Asset Management Plan production schedule across all categories programmed for completion by June 2023.</p> <p>Current Shire Workforce Plan 2018-2021 and Shire Long Term Financial Plan 2014-2024 available on the website.</p>

## 7.0 Framework Implementation

### 7.2 Operational and Financial Procedures

In seeking to achieve its stated vision, the Shire delivers a number of services to the community. Meetings were undertaken with key staff in each of the areas of service responsibility, as well as examination of documented processes, to determine the practices applied to issues of risk management, internal controls and legislative compliance. A summary of the reviews undertaken to evaluate the controls is included at Appendix C.

We observed a number of practices and procedures in place, however their application was not always consistent. Considering the number of services provided and current staff resourcing, a risk based approach to the prioritisation of the review and development of new procedures is recommended. The table below details areas of suggested improvement in relation to policies and procedures examined.

Component	Purpose / Goal	Matters Identified / Improvements
7.2.1 Operational Procedures	To provide direction to staff in the delivery of day-to-day operational tasks, as well as guidance for expected processes, systems, and controls to be maintained.	<p>Procedures are not formalised for a number of key operational functions throughout the Shire. Workflow process diagrams, checklists and documented procedures may assist to create a visual representation of a process, clearly identifying key points of control and responsibility to be evidenced and independently reviewed.</p> <hr/> <p><b>Improvement:</b></p> <p>Undertake a review of existing operational procedures, and where required develop and implement additional procedures, to provide operational guidance aligned with adopted Council policies and legislation. Procedures should provide for activities not necessarily covered by legislation to communicate expected standards to staff from the CEO, in the course of implementing strategic direction and decisions of Council. Development of documented procedures and checklists, and / or workflow process diagrams may assist in clearly identifying controls and processes to be followed.</p> <p><b>Management Comments:</b></p> <p>The Shire has implemented Nintex Promapp to establish process maps, Visio charts, and linked procedure documents. Phase 1 trial complete.</p> <p>The Strategic Direction in place is that following Service Plan Phase #2 which aims to identify all major service delivery processes, these will be prioritised and Promapped over the next 18 months.</p>

## 7.0 Framework Implementation

Component	Purpose / Goal	Matters Identified / Improvements
7.2.2 Procedure Changes	Process to control and manage change to procedures.	<p>Process for amending or changing procedures are not formalised. This has the risk to result in instances of unilateral unauthorised changes to procedures and a risk of breakdowns in key controls within internal and financial controls</p> <hr/> <p><b>Improvement:</b> Establish a process for the development, review, amendment and authorisation of procedures, checklists and other internal control documentation, throughout the Shire to assist with managing changes to procedures.</p>
7.2.3 Risk Management	Procedures and practices to set out a uniform approach to the identification, assessment, management, reporting and monitoring of risks	<p>Risk Management activities currently undertaken are largely undocumented.</p> <hr/> <p><b>Improvement:</b> Risk management procedures and process to be developed in accordance with the latest risk management standard (ISO 31000:2018). Implement risk management procedures and processes throughout the organisation.</p>

## 7.0 Framework Implementation

Component	Purpose / Goal	Matters Identified / Improvements
7.2.4 Records	Procedures and practices to ensure the appropriate maintenance and recording keeping of physical and digital records.	<p>Records produced outside of the main systems such as social media are not being recorded in the record management system.</p> <hr/> <p>Based on our enquiries with staff, electronic records are stored in various locations such as shared drives, rather than the Shire's electronic document and records management system (EDRMS). Where compliance with required record keeping controls is low, information may become compromised where deletions, loss and compromised security or confidentiality of records may occur.</p> <hr/> <p>Access to archived records are not maintained in a safe and secure location where access is limited to authorised officers</p> <hr/> <p>Systems or procedures in place for vital records are considered inadequate. Some vital records were unable to be located while others were not located in a secure and safe location.</p> <hr/> <p><b>Improvements:</b></p> <p>Ensure systems are in place to capture and backup all records produced by Shire staff and councillors.</p> <hr/> <p>Review, update and communicate procedures for the record keeping practices and enforce individual accountability for compliance with established procedures.</p> <p><b>Management Comments:</b></p> <p>Dedicated staff officer training upcoming.</p> <p>Record Keeping - Service delivery improvement plan prepared October 2021, pending resourcing.</p> <hr/> <p>Archived records should be located in a safe and secure location that is appropriate for the long term storage of records. Access to the records should be only by authorised staff.</p> <p><b>Management Comments:</b></p> <p>Dedicated staff officer training upcoming.</p> <p>Record Keeping - Service delivery improvement plan prepared October 2021, pending resourcing.</p> <hr/> <p>Development systems and procedures for the correct maintenance of the Shire's vital records and ensure all vital records can be located.</p> <p><b>Management Comments:</b></p> <p>Dedicated staff officer training upcoming.</p> <p>Record Keeping - Service delivery improvement plan prepared October 2021, pending resourcing.</p>

## 7.0 Framework Implementation

Component	Purpose / Goal	Matters Identified / Improvements
7.2.5 Information Required to be Published on Official Local Government Website	Ensure information is published for public information as required by legislation.	<p>At the time of our review, we noted the following information (in addition to other matters noted throughout this report) has not been published on the Shire's official website as required by legislation:</p> <ul style="list-style-type: none"> <li>Name of each council member who lodged a primary return or annual return for a financial year beginning on or after 1 July 2020</li> <li>The position of each employee who lodged a primary or annual return for a financial year beginning on or after 1 July 2020</li> <li>The type, amount or value of any fees, expenses or allowances paid to each council member during financial year beginning on or after 1 July 2020 (no later than 14 July)</li> <li>Report on training by elected members (required within one month of EOFY)</li> </ul> <p><b>Improvement:</b> Ensure information is published on the Shire's official website as required by section 5.96A of the <i>Local Government Act 1995</i> and any other legislation.</p>
7.2.6 Contractor Inductions	To induct contractors with the requirements and expectations of the Shire when undertaking work for the Shire.	<p>Procedures for the induction of contractors are not currently in place.</p> <p><b>Improvement:</b> Develop procedures to enable the induction of all contractors prior to work being undertaken by the Contractor for the Shire.</p> <p><b>Management Comments:</b> To be addressed within the Shire's Work Health and Safety Improvement Plan. LGIS since delivered the supporting documentation. Pending commencement of WHS officer to resource implementation.</p>
7.2.7 ICT Security	Procedures and practices to ensure the security of IT information, systems and Data.	<p>We noted limited controls in relation to the access to IT systems for both physical access to hardware and network access to software and data.</p> <p><b>Improvement:</b> Undertake a comprehensive IT security review and implement findings.</p> <p><b>Management Comments:</b> A Cyber Security Audit is in progress which will inform towards identifying and managing risks.</p>

## 7.0 Framework Implementation

Component	Purpose / Goal	Matters Identified / Improvements
7.2.8 Management Accounting	Systems and procedures to allow for the financial monitoring of the organisations activities.	<p>We noted an absence of management reporting throughout the organisation. This was supported by Staff representations. Financial management reporting is an important control mechanism used to monitor the performance of the organisation and individual business units.</p> <hr/> <p><b>Improvement:</b></p> <p>Develop systems and processes to undertake financial management reporting throughout the organisations. The level of reporting should scale with the financial risk of each reporting area.</p> <p><b>Management Comments:</b></p> <p>Routine mid-month management reports since established. Staff have access to Synergy general and job ledger enquiries to check latest revenue and expenditure.</p>
7.2.9 Asset Management	Schedules and programs to allow for appropriate management of assets.	<p>Asset management including the development of schedules and programs in relation to the maintenance and renewal of housing and roads, including condition assessments are considered inadequate.</p> <hr/> <p><b>Improvement:</b></p> <p>Ensure the development of housing and road schedules and programs including accurate and timely condition data is undertaken in order for the practice of asset management.</p> <p><b>Management Comments:</b></p> <p>Asset Management Plan production schedule across all categories programmed for completion by June 2023.</p>
7.2.10 End of Month Processes	Processes for the control of the asset register.	<p>Reconciliations for the asset register and payroll have been conducted in a timely manner, however variances between the general ledger and asset/ payroll ledgers are present.</p> <hr/> <p>Monthly general journal audit trails are not regularly independently reviewed.</p> <hr/> <p><b>Improvements:</b></p> <p>Review system processes to ensure regular and timely review of asset and payroll reconciliations.</p> <hr/> <p>Review system processes to ensure regular and timely review of general journal audit trails.</p> <p><b>Management Comments:</b></p> <p>Since addressed.</p>



## 7.0 Framework Implementation

Component	Purpose / Goal	Matters Identified / Improvements
7.2.11 Accounts Payable	Procedures for the payment of goods or services.	<p>Our testing noted multiple instances where creditors invoices were approved by only one officer. We noted instances where purchase orders and invoices were authorised by the same officer, without independent reviews.</p> <hr/> <p><b>Improvement:</b> Invoices signed by only one employee increase the risk that an invoice is paid in error. A second signature verifying the payment of an invoice will assist in providing independent review.</p> <p><b>Management Comments:</b> Staff operate within delegations, defined limits and an environment of trust &amp; responsibility. The organisation is not resourced to meet this particular request.</p>
7.2.12 Batch updates	A procedure to independently review accounting systems processing	<p>Batch updates in the Shire's accounting software are not independently reviewed following their update.</p> <hr/> <p><b>Improvement:</b> Ensure all batch updates are independently reviewed to ensure the update is as per the reviewed information.</p> <p><b>Management Comments:</b> Since addressed.</p>
7.2.13 Bank Authorisation	Procedures for the timely and accurate payment to suppliers and employees.	<p>Staff representations noted only two staff members have authority to make payments from the bank. This can lead to a risk of late payment to creditors and staff members where one staff member is unavailable to make payment.</p> <hr/> <p><b>Improvement:</b> Review payment authorisations to ensure adequate resources are available for the review and payment to suppliers and employee to mitigate risks of late payments being made.</p> <p><b>Management Comments:</b> Since addressed.</p>
7.2.14 Security Controls for Cash	Ensure access to the cash is restricted only to personnel who are authorised.	<p>Petty cash is kept in a locked box, which is stored in an unlocked cupboard.</p> <hr/> <p><b>Improvement:</b> Ensure petty cash is stored in a secure location, such as the strong room or safe.</p> <p><b>Management Comments:</b> During the day the locked petty cash tin is within the customer services drawer, then stored in the safe overnight.</p>

## 7.0 Framework Implementation

Component	Purpose / Goal	Matters Identified / Improvements
7.2.15 Petty Cash	Procedures for the procurement of goods or services	<p>No evidence was available of independently reviewed and authorised monthly petty cash reconciliations.</p> <hr/> <p>Staff representations stated that purchases made using petty cash have been made by officers without delegated authority to purchase goods or services.</p> <hr/> <p><b>Improvements:</b> Undertake a review of systems and processes relating to petty cash, to ensure adequate controls exist relating to security of cash held, as well as maintaining and processing of petty cash transactions.</p> <p><b>Management Comments:</b> Since addressed.</p> <hr/> <p>Improve procedures to ensure purchases made using petty cash have received approval by an officer with appropriate authorisation limits prior to the purchase of the goods and services.</p> <p><b>Management Comments:</b> Unable to comment without substantiation. Staff are required to undertake Procurement Training in accordance with policy. Shall be reviewed.</p>
7.2.16 Overdue Debtors	Timely collection and recovery of outstanding revenue.	<p>We did not evidence any procedures or process for the consistent and timely collection of outstanding rates. Rate collections is undertaken on an ad-hoc basis when staff have time available to undertake the work. This could create cash flow pressure or lead to the loss of income.</p> <hr/> <p><b>Improvement:</b> Create and document procedures to ensure a transparent and consistent approach is applied to overdue debtors and ensure appropriate resources are available to undertake these procedures.</p> <p><b>Management Comments:</b> Debt collection has been outsourced for the last 5 months to AMPAC and consultant. The uncollectable rates upon the Newman and Kurra land subdivisions is not included within cashflow forecasting. This accounts for \$1.7M of current \$2.4M outstanding, against an annual rates fees bill (excluding other charges) of \$21M.</p>

## 7.0 Framework Implementation

Component	Purpose / Goal	Matters Identified / Improvements
7.2.17 Credit Cards	Systems and processes to control use of Corporate Credit Cards held	<p>During testing we noted one tax invoice was unavailable and one payment was made with a tax invoices which did not detail the goods being purchased.</p> <hr/> <p>We noted instances through our testing where credit card reconciliations were not reviewed by an independent more senior member of staff.</p> <hr/> <p>No evidence was available of signed credit card agreements for Shire credit card holders.</p> <hr/> <p><b>Improvements:</b> Ensure all payments made by credit cards are accompanied by tax invoices with required details.</p> <p><b>Management Comments:</b> Since addressed.</p> <hr/> <p>Update procedures to require cardholders to review and certify expenses incurred on their credit cards each month. Maintain and regularly review these controls and ensure staff responsible for processing credit card transactions are appropriately educated with approved systems and processes.</p> <p><b>Management Comments:</b> Since addressed.</p> <hr/> <p>Ensure all officers issued with credit cards sign a credit card agreement prior to the issuing of the credit card.</p> <p><b>Management Comments:</b> Noted. Card holders are responsible for appropriate use of cards as per Council policy.</p>
7.2.18 Bank Reconciliations	Processes for the control of the Shire's bank funds.	<p>No bank reconciliations were available for review.</p> <hr/> <p><b>Improvement:</b> Review systems and processes to ensure staff capacity for the regular and timely completion and review of bank reconciliations.</p> <p><b>Management Comments:</b> All completed on Altus Synergy and available of Corporate S: drive.</p>
7.2.19 Inventory Reconciliations	Processes for the control of accounts and inventory.	<p>The following reconciliations were not available for review:</p> <ul style="list-style-type: none"> <li>Fuel</li> <li>Art Centre Inventory</li> </ul> <hr/> <p><b>Improvement:</b> Review system processes to ensure regular and timely review of key reconciliations.</p>

## 7.0 Framework Implementation

Component	Purpose / Goal	Matters Identified / Improvements
7.2.20 Swimming Pool Inspections	Register of inspections undertaken.	<p>Our testing noted a number of swimming pool inspections currently overdue for inspection. We noted management has organised additional resources to undertake the backlog of inspections.</p> <hr/> <p><b>Improvement:</b></p> <p>Routine monitoring and review of the swimming pool register will assist to ensure inspections are undertaken within required timeframes.</p> <p><b>Management Comments:</b></p> <p>Since completed.</p>
7.2.21 Regulatory Health Inspections	Register of regulatory inspections undertaken.	<p>Environmental health inspections undertaken are not routinely maintained for remote sites.</p> <hr/> <p><b>Improvement:</b></p> <p>Routine monitoring and review of the regular health register will assist to ensure inspections are undertaken within required timeframes.</p> <p><b>Management Comments:</b></p> <p>Shire engages a consultant 2 -3 times annually to review all Shire sites (not remote Communities as are State responsibility).</p>
7.2.22 General Journals	Journals are initiated and processed in line with the Australian Accounting Standards	<p>Instances were noted whereby general journals debit expense and credited income which results in an overestimate of both in the financial reporting.</p> <hr/> <p><b>Improvement:</b></p> <p>Develop processes to ensure journals are properly supported, valid and comply with legislation or Australian Accounting Standards before being processed.</p>

## 7.0 Framework Implementation

### 7.3 Human Resource Management and Practices

A number of components constitute the Shire's human resource management practices and form an essential element of risk management, internal control and legislative compliance. Each of these elements is examined in the table below.

Component	Purpose / Goal	Matters Identified / Improvements
7.3.1 Staff Training	To ensure staff have access to ongoing and appropriate training.	<p>Planned staff training needs for employees are currently identified and recorded in a training matrix. Recent reviews and or updates to this matrix were not available for our review.</p> <hr/> <p><b>Improvement:</b></p> <p>Refine the current staff training matrix to identify staff training needs relevant to their role, ensuring it is co-ordinated across the organisation, monitors currency of required licences and qualifications, and is regularly reviewed and updated.</p>
7.3.2 Staff Employment Files	Systems and controls for screening of new employee and monitoring existing employees for changes in their circumstances which may impact their employment.	<p>Practices and procedures for verifying employee identity, right to work in Australia, background checks, verification of employment history and qualifications are considered inadequate. We noted a breakdown in controls where an employee file did not contain evidence of current licences and qualifications.</p> <hr/> <p><b>Improvement:</b></p> <p>Develop, implement and maintain appropriate policies and procedures to reduce the risk of unqualified or unsuitable staff being employed by the Shire, in line with the Western Australian Auditor General's Report in June 2019 relating to Verifying Employee Identity and Credentials.</p>
7.3.3 Payroll Audit Trails	Procedure to allow for appropriate review and approval of changes made within the payroll system.	<p>No independent review is undertaken to ensure bank account details have not been altered or manipulated without prior verification and authorisation.</p> <hr/> <p><b>Improvement:</b></p> <p>Procedures to minimise risk of erroneous or unauthorised changes to employee details should be implemented. Regular reviews of software audit trails is one form of control and should be undertaken as a minimum. Where possible, segregation of duties should exist where those responsible for processing payroll transactions are unable to make changes to employee master file.</p> <p><b>Management Comments:</b></p> <p>An audit trail is run as part of each fortnight's payroll processing. The Shire's scale and resourcing is not conducive to segregation of duties.</p>

## 7.0 Framework Implementation

### 7.4 Insurance

At present, the Insurance and Assets Officer along with the Director Corporate Services annually reviews the completeness of insurance, which is presented to the Chief Executive Officer for final review. Discussions are also held with the insurers annually and adjustments to policies and insurance levels made as considered appropriate. The insurance values of buildings, plant and equipment are based on the three to five yearly valuations of building assets undertaken by registered valuers.

## 8.0 Framework Evaluation

Developing and implementing systems and procedures for risk management, legislative compliance and internal controls within a Shire can be a time consuming and expensive exercise with the potential to divert resources away from direct services. Considering the level of investment necessary to establish these systems, actions to monitor their effectiveness are an essential practice.

Over time, the relevancy of established controls may change, their purpose may be forgotten, or technology may offer a more efficient or effective way to achieve the initial goal. For these reasons, formal review procedures are required to ensure the resources applied to maintaining these systems, practices and controls are done so in the most efficient way.

Evidence of the monitoring of risk management, internal controls and legislative compliance is sourced from Minutes of Meetings, Registers of Disclosures and reports reviewed.

### 8.1 Council and Audit and Risk Committee

Regular monthly financial statements and lists of payments, made in the intervening period between each meeting, have been presented to the Council for review, as required by legislation. This provides the basis for high level oversight of the expenditure transactions of the organisation.

Component	Purpose / Goal	Matters Noted / Improvements
8.1.1 Council and Committee Minutes	Official record of proceedings and decisions.	<p>We noted the following items from the minutes of Council meetings:</p> <ul style="list-style-type: none"><li>• Multiple instances whereby a confidential report did not include a recording of the decision</li><li>• One instance whereby the names for the mover and seconder were not included into the confirmed minutes.</li><li>• One instances whereby there was no motion to open the meeting to urgent business.</li></ul> <hr/> <p><b>Improvement:</b></p> <p>Ensure minutes of Council meetings are correctly recorded and contain all information required under regulation 11 of the <i>Local Government (Administration) Regulations 1996</i>.</p>

## 8.0 Framework Evaluation

### 8.2 Strategic and Operational Registers

A number of registers are maintained by the Shire. The table below details areas for possible improvement in relation to these registers.

Registers	Purpose / Goal	Matters Noted / Improvements
8.2.1 Financial Interest Register	Records details required under the Act relating to financial circumstances of relevant persons	<p>The financial Interest Register was not available for review. Staff representations noted the register was non compliant and did not contain the information required. On review of returns available we noted multiple instances whereby acknowledgments were not available and one instance whereby the return was not fully completed.</p> <p><b>Improvement:</b></p> <p>Ensure systems and procedures are in place to obtain all returns required under the <i>Local Government Act 1995</i> and a register is held and maintained. Undertake necessary actions to rectify and report this matter as required.</p>
8.2.2 Delegation Register	Statutory register of delegations of authority	<p>Our testing identified a number of issues with some delegations. We noted common occurrences where:</p> <ul style="list-style-type: none"> <li>• Relevant legislation prohibits the delegation;</li> <li>• The delegation is suitable for acting through;</li> <li>• The delegation is not a power of Council;</li> <li>• The delegation to make a payment to an employee in addition to a contract or award is a Council policy and no longer required.</li> </ul> <p><b>Improvement:</b></p> <p>Review and update the delegations register to ensure the delegations are appropriate and are consistent with relevant legislation.</p>
8.2.3 Register of Hazardous Materials	Provide a record of properties under the Shire's control containing hazardous materials.	<p>A register of hazardous materials was available, however did not appear to have been recently updated. Therefore the current conditions of hazards or any corrective activities is unknown.</p> <p><b>Improvement:</b></p> <p>Maintain a register to record details of hazardous materials, such as asbestos, for properties under the control of the Shire.</p> <p><b>Management Comments:</b></p> <p>To be addressed within the Shire's Work Health and Safety Improvement Plan. LGIS since delivered the supporting documentation. Pending commencement of WHS officer to resource implementation.</p>



Registers	Purpose / Goal	Matters Noted / Improvements
8.2.4 Cemetery Register	Statutory register of burials / grants of right of burials as required under section 40 of the <i>Cemeteries Act 1986</i> .	<p>A register of burials was not available for our inspection.</p> <hr/> <p><b>Improvement:</b> Establish and maintain a register for the cemetery as required by the <i>Cemeteries Act 1986</i>.</p>
8.2.5 Tender Register	Statutory register of tenders called.	<p>The tender register contains a record of officers who were present when tenders were opened. There were one instances where a tender has been opened by only one person.</p> <hr/> <p><b>Improvement:</b> Review procedures to require at least two employees of a local government to be present when opening tenders, or one employee and at least one person authorised by the CEO to open tenders as required by Regulation 16(3)(a) of the <i>Local Government (Functions and General) Regulations 1996</i>.</p>

## 8.0 Framework Evaluation

### 8.3 Annual Compliance Audit Returns (CAR)

Returns have been completed on a self-assessment basis and approved by Council each year. The CAR was completed in house by staff for the 2018, 2019 and 2020 return periods. Matters of non-compliance were noted in relation to annual and primary returns were in 2018 and 2019, tenders in 2018,2019 and 2020 and purchasing in 2019. These matters were reported to the Audit Committee and to Council, with improvements noted within the agenda report attachment to address matters identified.

### 8.4 Complaint Handling

Community complaints are received by administration staff and allocated to the relevant manager to address. Responsibility for the routine follow up of complaints to ensure they have been adequately addressed remain with the manager who has been allocated the complaint.

Component	Purpose / Goal	Matters Noted / Improvements
8.4.1 Community Complaints Procedures	Procedures for the recording handling and resolution of community complaints.	<p>Community complaints register to follow up and ensure all complaints are adequately addressed was not available for review.</p> <hr/> <p><b>Improvement:</b></p> <p>To help ensure all complaints are adequately resolved, a register of customer complaints received should be maintained.</p>

## 8.0 Framework Evaluation

### 8.5 Audit Practices

The 2018-19 and 2019-20 reporting periods were audited by Moore Australia while the 2020-21 reporting periods were audited by the Office of the Auditor General (OAG). The 2019-20 year noted a significant adverse trend in the asset sustainability ratio and the operating surplus ratio. The 2020-21 report was unavailable at the time of review.

The table below details areas for possible improvement in relation to audit practices.

Registers	Purpose / Goal	Matters Noted / Improvements
8.5.1 OSH Audit	Review of occupational safety and health procedures.	<p>An audit was undertaken by an independent party in 2018. Evidence to support improvements identified through the audit being implemented was not available for our review.</p> <hr/> <p><b>Improvement:</b></p> <p>Start implementation of the OSH Management Plan and ensure all previously identified OSH matters have been adequately addressed.</p> <p><b>Management Comments:</b></p> <p>To be addressed within the Shire's Work Health and Safety Improvement Plan. LGIS since delivered the supporting documentation. Pending commencement of WHS officer to resource implementation.</p>

### 8.6 Review required to be undertaken by the CEO

The CEO is required to undertake reviews of systems and procedures of the local government. Prior reviews have been completed within the correct structure and timeframe. We noted 20 recommendations from prior reviews which have not been implemented. These recommendations have been included within this report.

## 9.0 Other Matters

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### Document Date

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Date: 14 July 2022

## Appendix A – Financial Management Systems Review

The following reviews were undertaken to evaluate the appropriateness and effectiveness of financial management system controls:

System	Description
Bank reconciliation and petty cash management	Examination of procedures and review of maintenance and management practices undertaken by staff
Trust funds	Examination of trust funds to determine proper accountability in the Shire's financial management system and compliance with regulatory requirements
Receipts and receivables	Examination of end of day banking procedures to determine if they were adequate in ensuring cash collection is being recorded and allocated properly to the general ledger. The receivables system including raising of invoices was also reviewed with limited testing in respect to allocation/posting
Rates	<p>The Shire's rating procedures were examined to determine if they were adequate in ensuring rates were being imposed or raised correctly. This also included inspection of the rate record, rate notices, instalment notices, valuation reconciliations and general ledger. We randomly selected and tested rate notices which included:</p> <ul style="list-style-type: none"> <li>• sighting the notices;</li> <li>• re-performing the calculations;</li> <li>• ascertaining whether the valuations applied agree to Landgate's valuation roll/report and rates per dollar imposed are as per adopted budget;</li> <li>• ensuring the rate system is properly updated; and</li> <li>• checking proper posting to the general ledger</li> </ul>
Purchases, payments and payables (including purchase orders)	<p>Random selection of payment transactions to determine whether purchases were authorised/budgeted and payments were supported, certified/authorised and correctly allocated. The Shire's purchases, payments and payables system was also examined to determine if adequate controls were in place in ensuring liabilities are properly recorded and payments are properly controlled.</p> <p>We are aware of many incidents of payment scams/frauds within the local government industry during recent years. As a consequence of this activity, we have had a specific focus on the controls around the changes to supplier details within the EFT payment system</p>
Payroll	<p>A sample of eight employees were randomly selected from four pay runs and detailed testing of each employee's pay was performed to help ensure:</p> <ul style="list-style-type: none"> <li>• the employee existed;</li> <li>• the correct rate of pay was used;</li> <li>• non-statutory deduction authorities are on hand;</li> <li>• time sheets were properly completed and authorised;</li> <li>• hours worked were properly authorised; and</li> <li>• allocations were reasonable and correctly posted</li> </ul> <p>The Shire's payroll system was also reviewed to determine if adequate controls were in place to help ensure wages and salaries are properly processed and payments are properly controlled</p>
Credit card procedures	<p>A review of the Shire's credit card procedures was performed to determine if adequate controls were in place. We randomly selected and tested credit card transactions to determine whether they are legitimate and usual in the context of the Shire's operations. This included:</p> <ul style="list-style-type: none"> <li>• sighting tax invoices;</li> <li>• ascertaining whether the transaction is for bona fide Shire business; and</li> <li>• determining whether transactions are in line with the Shire's policy.</li> </ul>

## Appendix A – Financial Management Systems Review

System	Description
Fixed assets (including depreciation, acquisition, and disposal of property)	<p>The fixed assets system including controls over acquisition and disposal of assets, updating of the fixed assets register, depreciation of fixed assets and reconciliation of the fixed assets register to the general ledger was examined. A sample of asset additions and disposals were judgmentally selected, and testing performed to ensure:</p> <ul style="list-style-type: none"> <li>• the tax invoices existed;</li> <li>• correct posting to the general ledger;</li> <li>• fixed assets register was promptly updated; and</li> <li>• classification of assets was correct.</li> </ul> <p>In addition, a sample of four assets were judgmentally selected and testing performed to ensure the depreciation rates used are in line with the Shire's policy</p>
Cost and administration allocation	The Shire's cost and administration allocation system was examined to determine if indirect costs have been properly reallocated to various jobs/programs. This included review of the allocation basis and rates used to ensure they are appropriate and regularly reviewed
Financial reports controls	The format of the annual report, annual financial report and monthly financial reports were reviewed for compliance with legislative requirements
Budget and budget review	The 2020-21 budget document and documents surrounding budget adoption were reviewed to ensure compliance with regulatory requirements
Borrowings	Reconciliation of borrowings to the WATC loan schedules were examined
Inventory	Inventory reconciliations and stocktake procedures were examined

## Appendix B – Council Policies Examined

The Council Policies examined as part of the review were as follows:

Policy Topic (as at January 2022)

Councils Role	
1.2 Award of the Title “Honorary Freeman of the Shire of East Pilbara”	1.13 Local Government Elected Members’ Recordkeeping Policy
1.3 Bereavement Recognition	1.14 Location of Council Meetings
1.4 Citizenship Ceremonies Dress	1.17 Smoke Free Policy
1.6 Council Meetings - Dates and Times	1.20 Fraud and Corruption Control Policy
1.7 Councillor Allowances & Expenses	1.22 Use of Presidential Chain Policy
1.8 Councillors & Vehicle Insurance Cover	1.23 Related Party Disclosures
1.11 Dress Standard for Council Chambers – Review / Revise	1.25 Attendance at Events
1.12 Councillors’ Continuing Professional Development	1.26 Appointment of Acting Chief Executive Officer
COUNCIL STAFF	
2.3 Designated Senior Employees	2.6 Conflicts of Interest
2.4 Gratuity Policy	
FINANCE	
3.1 Accounting for Non-current Assets	3.10 Debt Policy
3.2 Asset Management	3.11 Financial Reserves Policy
3.4 Budget Amendments	3.12 Corporate Credit Card
3.5 Budget Management – Capital Acquisitions	3.13 Regional Price Preference Policy
3.7 Self-Supporting Loans	3.14 Procurement and Tender Procedures Policy
3.9 Investment Policy	3.15 Financial Hardship Policy
ADMINISTRATION	
4.2 Complaints Against Third Parties	4.10 Vandalism – Reward for Conviction
4.4 Environment Council Recognition	4.11 Legislative Compliance
4.5 Execution of Documents	4.12 Risk Management
4.7 Logo	4.13 Social Media Policy
4.8 Public Relations – Press Releases	4.14 Advocacy Policy
4.9 Tourism – Objectives and Guidelines	

RECREATION	
5.1 Newman Aquatic Centre Alcohol Policy 5.2 Newman Recreation Centre – Commercial and Group use	5.3 Public Liability – Sporting and Community Organisations 5.4 Standard conditions for use of active reserves (Ovals)
COMMUNITY RELATIONS	
6.1 Piri Smith Retirement Units – Marble Bar 6.2 Citizenship Ceremonies 6.3 Hire of Recreation Facilities for Youth Activities 6.4 Community Banner Poles 6.5 Community Assistance Grants	6.7 Photographing/Videoing people and publishing photos 6.8 Annual Community Survey 6.9 Public Art 6.10 Junior Community and Sporting Organisations Assistance
BUILDING	
7.1 Staff Housing – Home improvements 7.4 Relocated Dwellings	7.5 Sea Containers
HEALTH	
8.2 Pastoral Stations Rubbish Pits 8.3 Rubbish Bin Replacement Policy 8.4 Aboriginal Affairs Policy 8.5 Rubbish Pits – Aboriginal Communities	8.6 Uranium Policy 8.7 Stall Holder and Street Trading's 8.8 Authority to Issue Section 39 and 40 Certificates under the Liquor Control Act 1988
PLANNING	
9.1 Camping Other than in a Caravan Park 9.7 Native Title Act 1993 – Registration of Interest	9.8 Mining Act 1978
TECHNICAL	
10.1 Aboriginal Communities – Road and Airstrip Designation and Maintenance 10.2 Pastoral Stations – Road and Airstrip Designation and Maintenance 10.3 Cattle Grids 10.4 Crossover Subsidies and Specifications 10.5 New Development Road Reserves 10.6 Light Vehicle Policy 10.7 Mining & Other Leases – Road Designation & Maintenance (Not Pastoral)	10.8 Plant Replacement Policy 10.10 Road Verge Development Criteria 10.11 Road Verge Directional Signs 10.13 Use of native plants, shrubs and grasses 10.14 Naming of Parks, Reserves and Buildings 10.15 Subdivisional Development 10.16 Use of Closed Circuit Television Monitoring Equipment



## Appendix C – Plans Examined

The Plans examined as part of the review were as follows:

Plan	Status
Strategic Community Plan	2018-2028
Corporate Business Plan	2018-2022
Code of Conduct – Elected Members	March 2021
Code of Conduct – Employees, Contractors and Volunteers	October 2021
Record Keeping Plan	December 2019
Fraud & Corruption Plan	2020-2022
Annual Report	2018-19 & 2019-20

## Appendix D – Strategic and Operational Registers Examined

The registers examined as part of the review were as follows:

Register
Gifts Register
Delegation Register
Financial Interests Register
Official Complaints Register
Tender Register
Investment Register
Contracts Register
Regulatory Register
Lease Register
Asbestos Register
Risk Register

## Appendix E – Operational Guidelines

### Risk Management

*The internal control and risk management systems and programs are a key expression of a local government's attitude to effective controls. Good audit committee practices in monitoring internal control and risk management programs typically include:*

*Reviewing whether the local government has an effective risk management system and material operating risks to the local government are appropriately considered;*

*Reviewing whether the local government has a current and effective Business Continuity Plan (including disaster recovery) which is tested from time to time;*

*Assessing the internal processes for determining and managing material operating risks in accordance with the local government's identified tolerance for risk, particularly in the following areas:*

- *potential non-compliance with legislation, regulations and standards and local government's policies*
- *important accounting judgements or estimates prove to be wrong*
- *litigation and claims*
- *misconduct, fraud and theft*
- *significant business risks, recognising responsibility for general or specific risk areas, for example, environmental risk, occupational health and safety, and how they are managed by the local government*

*Obtaining regular risk reports, which identify key risks, the status and the effectiveness of the risk management systems, to ensure identified risks are monitored and new risks are identified, mitigated and reported;*

*Assessing the adequacy of local government processes to manage insurable risks and ensure the adequacy of insurance cover, and if applicable, the level of self-insurance;*

*Reviewing the effectiveness of the local government's internal control system with management and the internal and external auditors;*

*Assessing whether management has controls in place for unusual types of transactions and/or any potential transactions that might carry more than an acceptable degree of risk;*

*Assessing the local government's procurement framework with a focus on the probity and transparency of policies and procedures/processes and whether these are being applied;*

*Should the need arise, meeting periodically with key management, internal and external auditors, and compliance staff, to understand and discuss any changes in the local government's control environment; and*

*Ascertaining whether fraud and misconduct risks have been identified, analysed, evaluated, have an appropriate treatment plan which has been implemented, communicated, monitored and there is regular reporting and ongoing management of fraud and misconduct risks.*

### Legislative Compliance

*'The compliance programs of a local government are a strong indication of attitude towards meeting legislative requirements. Audit committee practices in regard to monitoring compliance programs typically include:*

- a) *Monitoring compliance with legislation and regulations*
- b) *Reviewing the annual Compliance Audit Return and reporting to Council the results of that review*
- c) *Staying informed about how management is monitoring the effectiveness of its compliance and making recommendations for change as necessary*

## Appendix E – Operational Guidelines

### Legislative Compliance (continued)

- d) *Reviewing whether the local government has procedures for it to receive, retain and treat complaints, including confidential and anonymous employee complaints*
- e) *Obtaining assurance that adverse trends are identified and review management's Plans to deal with these*
- f) *Reviewing management disclosures in financial reports of the effect of significant compliance issues*
- g) *Reviewing whether the internal and / or external auditors have regard to compliance and ethics risks in the development of their Audit Plan and in the conduct of audit projects, and report compliance and ethics issues to the audit committee*
- h) *Considering the internal auditor's role in assessing compliance and ethics risks in their Plan;*
- i) *Monitoring the local government's compliance frameworks dealing with relevant external legislation and regulatory requirements*
- j) *Complying with legislative and regulatory requirements imposed on audit committee members, including not misusing their position to gain an advantage for themselves or another or to cause detriment to the local government and disclosing conflicts of interest*

### Internal Controls

*Internal controls are systems of policies and procedures that safeguard assets, ensure accurate and reliable financial reporting, promote compliance with laws and regulations and achieve effective and efficient operations.*

*These systems not only relate to accounting and reporting but also include communication processes both internally and externally, staff management and error handling.*

*Operational Guidelines prepared by the Department of Local Government and Communities (Audit in Local Government number 09 September 2013) provide the background to Internal Controls in the context of this review as follows:*

*'Internal control is a key component of a sound governance framework, in addition to leadership, long-term planning, compliance, resource allocation, accountability and transparency. Strategies to maintain sound internal controls are based on risk analysis of the internal operations of a local government.*

*An effective and transparent internal control environment is built on the following key areas:*

- a) *integrity and ethics;*
- b) *policies and delegated authority;*
- c) *levels of responsibilities and authorities;*
- d) *audit practices;*
- e) *information system access and security;*
- f) *management operating style; and*
- g) *human resource management and practices.*

*Internal control systems involve policies and procedures that safeguard assets, ensure accurate and reliable financial reporting, promote compliance with legislation and achieve effective and efficient operations and may vary depending on the size and nature of the local government.*

## Appendix E – Operational Guidelines

### Internal Controls (continued)

*Aspects of an effective control framework will include:*

- a) delegation of authority;*
- b) documented policies and procedures;*
- c) trained and qualified employees;*
- d) system controls;*
- e) effective Policy and process review;*
- f) regular internal audits*
- g) documentation of risk identification and assessment; and*
- h) regular liaison with auditor and legal advisors.*

*The following are examples of controls that are typically reviewed:*

- i) separation of roles and functions, processing and authorisation;*
- j) control of approval of documents, letters and financial records;*
- k) comparison of internal data with other or external sources of information;*
- l) limit of direct physical access to assets and records;*
- m) control of computer applications and information system standards;*
- n) limit access to make changes in data files and systems;*
- o) regular maintenance and review of financial control accounts and trial balances;*
- p) comparison and analysis of financial results with budgeted amounts;*
- q) the arithmetical accuracy and content of records;*
- r) report, review and approval of financial payments and reconciliations; and*
- s) comparison of the result of physical cash and inventory counts with accounting records.*

## Appendix F – Improvements Identified

Risk Area	Prioritised action required
Design – Policies	6.2.9 Newman Aquatic Centre Alcohol Policy 5.1
Implementation – Strategic and Operational Plans	7.1.1 Annual Budget 7.1.2 ICT Disaster Recovery Plan
Implementation – Operational and Financial Procedures	7.2.3 Risk Management 7.2.4 Records 7.2.8 Management Accounting 7.2.13 Bank Authorisation 7.2.14 Security Controls for Cash 7.2.15 Petty Cash 7.2.18 Bank Reconciliations 7.2.20 Swimming Pool Inspections 7.2.21 Regulatory Health Inspections
Implementation – Human Resource Management and Practices	7.3.2 Staff Employment Files 7.3.3 Payroll Audit Trails
Implementation – Insurance	N/A
Evaluation – Council and Audit and Risk Committee	N/A
Evaluation – Strategic and Operational Registers	8.2.1 Financial Interest Register
Evaluation – Compliance Audit Returns (CAR)	N/A
Evaluation – Complaint Handling	N/A
Evaluation – Audit Practices	N/A
Evaluation – CEO Reviews	N/A

## Appendix F – Improvements Identified

Risk Area	Planned action required
Design – Policies	6.2.1 Policy Review 6.2.2 Formal Communications Policy Elected Member Policy 1.19 6.2.3 Budget Management Policy 3.5 6.2.4 Credit Card Policy Policy 3.12 6.2.5 Regional Price Preference Policy 3.13 6.2.6 Procurement and Tender Procedures Policy 3.14 6.2.7 Environment Council Recognition 4.4 6.2.8 Risk management Policy 4.12 6.2.10 Hire of Recreation Facilities for Youth Activities Policy 6.3 6.2.11 Internal Control Policy 6.2.12 Legislative Compliance Policy
Implementation – Strategic and Operational Plans	7.1.3 ICT Strategy 7.1.4 Major Trading Undertaking 7.1.5 Integrated Planning
Implementation – Operational and Financial Procedures	7.2.1 Operational Procedures 7.2.2 Procedure Changes 7.2.5 Information Required to be Published on Official Local Government Website 7.2.6 Contractor Inductions 7.2.7 ICT Security 7.2.9 Asset Management 7.2.10 End of Month Processes 7.2.11 Accounts Payable 7.2.12 Batch updates 7.2.16 Overdue Debtors 7.2.17 Credit Cards 7.2.19 Inventory Reconciliations 7.2.22 General Journals
Implementation – Human Resource Management and Practices	7.3.1 Staff Training
Implementation – Insurance	N/A
Evaluation – Council and Audit and Risk Committee	8.1.1 Council and Committee Minutes
Evaluation – Strategic and Operational Registers	8.2.2 Delegation Register 8.2.3 Register of Hazardous Materials 8.2.4 Cemetery Register 8.2.5 Tender Register
Evaluation – Compliance Audit Returns (CAR)	N/A
Evaluation – Complaint Handling	8.4.1 Community Complaints Procedures
Evaluation – Audit Practices	8.5.1 OSH Audit
Evaluation – CEO Reviews	N/A

## CONTACT US

Level 15, 2 The Esplanade,  
Perth WA 6000

T 08 9225 5355

F 08 9225 6181

E [localgov-wa@moore-australia.com.au](mailto:localgov-wa@moore-australia.com.au)

[www.moore-australia.com.au](http://www.moore-australia.com.au)



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**Shire of Shire of East Pilbara Risk Assessment Reg 17 FMR Review Final**

Context of assessment	Risk Area	Risk Number	Risk Assessment Category  Risk Issue and Failure Modes	Risk Identified	Date of initial risk identification	Likelihood	Strategic Consequences	Operational Consequences	Risk Category	Action Required	Mitigation and Management Strategy (Possible Future Controls)	Comment
Entity Wide	Policy Review	6.2.1	Policies are reviewed annually by Council to help ensure they remain current. There is limited and inconsistent 'history' (adoption / review) to indicate where policies have been reviewed and amended. Some policies have been rescinded however still remain in the policy manual which could lead to confusion.	Invalid or ineffective Policy	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	Ensure procedures and policies are in place for the regular review of Policies. Following review of policies by Council, update the latest 'history' date on the policy to provide evidence and an accurate record of when the policy was reviewed, amended and adopted. Where a policy has been rescinded, remove the policy from the policy manual.	Noted. Rolling review of Corporate Services policies commenced in 2021. Program of review for other Directorates to be established.
Entity Wide	6.3 Hire of Recreation Facilities for Youth Activities	6.2.10	The policy provides for young people suffering financial hardship to undertake voluntary work for the Shire in return for free access to the Shire's sport and recreation facilities. The policy arrangements do not sufficiently detail the authorisations and limitations required when applying the policy, and in its current form the policy may also conflict with employment legislation.	Invalid or ineffective Policy	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	Review the legal considerations within this arrangement and consider the appropriateness of the policy. Revision of the policy may be required to comply with legislative requirements.	Noted.
Entity Wide	Internal Control Policy	6.2.11	Currently, no policy on internal controls is currently adopted by Council.	No current policy	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	We suggest an internal control policy be formulated and adopted to formalise Council's commitment and approach to internal controls, based on a risk management process.	Adherence to procedures and having controls in place is both implied and legislated.
Entity Wide	Legislative Compliance Policy	6.2.12	Currently, no policy on internal legislative compliance is currently adopted by Council.	No current policy	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	Development and adoption of a legislative compliance policy may help formalise Council's commitment and approach to legislative compliance.	Shire policy 4.11 Legislative Compliance was revoked at the 23 July OCM. Legislative Compliance with the law is obligatory.
Entity Wide	1.19 Formal Communications Policy Elected Member	6.2.2	This policy states complaints may be lodged with the CEO, Shire President or Deputy Shire President. This conflicts with Council resolution 202021/142 which adopted the CEO as the complaints officer.	Invalid or ineffective Policy	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	Ensure that the Formal Communications Policy Elected Members policy is in line with the code of conduct in relation to the lodging of complaints.	Noted.
Entity Wide	3.5 Budget Management	6.2.3	We noted this policy may be operational in nature. Council policies are not necessarily intended to provide direction on how different operational functions are to be executed as these are the responsibility of the CEO.	Invalid or ineffective Policy	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	Review and update this policy to consider the appropriate separation of the roles of the council and the CEO. Consider review and update of policies to articulate the strategic direction of Council, particularly where legislation does not provide such direction.	Noted
Entity Wide	Policy 3.12 Credit Card	6.2.4	We noted this policy may be operational in nature. Council policies are not necessarily intended to provide direction on how different operational functions are to be executed as these are the responsibility of the CEO.	Invalid or ineffective Policy	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	Review and update this policy to consider the appropriate separation of the roles of the council and the CEO. Consider review and update of policies to articulate the strategic direction of Council, particularly where legislation does not provide such direction.	Noted
Entity Wide	Policy 3.13 Regional Price Preference	6.2.5	This policy states a requirement for an annual review. The document history shows no evidence of this being undertaken.	Invalid or ineffective Policy	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	Ensure processes and system are in place for the review of policies in line with legislation and policy requirements and update the history section within each policy to provide an accurate record of the policy review occurring. Alternatively amend the review timeframe to align with organisational needs.	Noted
Entity Wide	Policy 3.14 Procurement and Tender Procedures	6.2.6	The Policy provides no direction in relation to contract variations and extensions for contracts awarded or against a written specification (i.e. those not issued by tender). Extension of contracts and associated price changes are also not covered by the Policy. For contracts awarded by tender, legislation provides minimum requirements.	Invalid or ineffective Policy	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	Amend the Policy to provide the following: • Prohibit price variations to existing contracts awarded by tender other than those provided within the original contract, as required by Local Government (Functions and General) Regulations 1996 Regulation 11(2) (j) (iv). Procedures should also be developed for the authorisation of variations allowed for by the regulations. • Purchasing requirements for the issuing of contract variations and extensions for contracts not awarded by public tender. Consideration should be given to circumstances where the contract value increase over a policy threshold level, due to the variation or extension.	Noted
Entity Wide	4.4 Environment Council Recognition	6.2.7	Policy requires the environment should be considered in all council decisions, however it is not clear due consideration of the environment is being recorded in the minutes of Council Meetings.	Invalid or ineffective Policy	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	Amend the structure of Council reports to clearly report on environmental factors within each Council item.	Noted
Entity Wide	4.12 Risk management Policy	6.2.8	This policy has not been reviewed in the two-year timeframe required by the policy.	Invalid or ineffective Policy	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	Develop process and systems are in place to ensure the regular review of policies in line with the requirements set out within the policies.	Planned for 2023
Entity Wide	Newman Aquatic Centre Alcohol Policy 5.1	6.2.9	This policy sets out the conditions for the consumption of alcohol at the Newman Aquatic Centre. The policy allows for the consumption of alcohol for private functions with the pools in the centre to be sectioned off to not permit access. The policy does not adequately consider risks and controls which may limit the effectiveness of the intended policy aim. Additionally, we noted this may not be able to be sufficiently done, however staff representations noted no booking with alcohol has occurred recently.	Invalid or ineffective Policy	Feb-22	Possible	Moderate	Major	High	Prioritised Action Required	Consider rescinding the policy to ensure appropriate ongoing operational management of risks associated with the intended policy aim.	Noted

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Entity Wide	Annual Budget	7.1.1	We noted the 2021-22 Budget adopted on the 23rd July 2021 did not comply with the Financial Management Regulations s27(a)(i) and (ii), s27(c)(i), s27 (d), s27(i), s27(m) and s31.	Failure to adequately manage a business disruption event Failure to identify risks or adequately treat risks	Feb-22	Possible	Major	Moderate	High	Prioritised Action Required	Ensure that the annual budget is in the correct format and complies with the relevant legislation.	The components of the Council Report adopting the Shire's annual budget, are made into the published budget as per the advertised on the Shire website. FMR s27(a)(i) - is within minutes OCM July 2021 report 9.2.5 Attachment 1, page 1. FMR s27 (a)(ii) - is within minutes OCM July 2021 report 9.2.5 Attachment 3, 20.3 Rates and Valuations FMR s27(c)(i) - is within 9.2.5 as part 7 of resolution FMR s27 (d) - noted, was only in published budget FMR s27(i) - is within 9.2.5 as part 1 of resolution FMR s27(m) - page 5 of published budget FMR s31 - Acknowledged and also raised by the Department, nothing further. Carry forward projects were amended into the budget in August 2021.
Entity Wide	ICT Disaster Recovery Plan	7.1.2	An ICT Disaster Recovery Plan has been developed by the Shire, however the plan has not been tested and due to system upgrades is now considered outdated.	Failure to adequately manage a business disruption event Failure to identify risks or adequately treat risks	Feb-22	Possible	Major	Moderate	High	Planned Action Required	Develop an ICT Disaster Recovery Plan and ensure it's maintained, reviewed and tested to ensure it's continued validity.	Several elements have been tested during 2022 and back up power systems installed. The Plan is part of current outsourced IT Services contract. Pending completion of Business Continuity Planning as informing document, can progress.
Entity Wide	ICT Strategy	7.1.3	An ICT Plan highlighting and addressing ICT risks and how they are to be addressed was not available for inspection.	Failure to adequately manage a business disruption event Failure to identify risks or adequately treat risks	Feb-22	Possible	Moderate	Moderate	Medium	Planned Action Required	Develop an ICT Strategic Plan identifying and documenting key ICT risks along with the treatments to reduce the risk to an acceptable level.	The drafting of a Digital Plan is currently underway. This will form a road map the procurement approach towards replacement of core and supplementary systems.  A Cyber Security Audit is in progress which will inform towards identifying and managing risks.
Functional	Major Trading Undertaking	7.1.4	We noted the airport operations were not disclosed as a trading undertaking in the annual budget or annual financial report. No evidence was available to determine if consideration of requirements to disclose was undertaken.	Failure to adequately manage a business disruption event Failure to identify risks or adequately treat risks	Feb-22	Possible	Moderate	Minor	Medium	Planned Action Required	Undertake a process to consider whether the current Airport activities is required to be disclosure in the annual report and annual budget.	Noted
Entity Wide	Integrated Planning	7.1.5	A current and up to date Asset Management Plan, Workforce Plan and Long-Term Financial Plan were not available for review.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Develop and maintain documents supporting the Shire's Strategic Community Plan and Corporate Business Plan.	Asset Management Plan production schedule across all categories programmed for completion by June 2023.  Current Shire Workforce Plan 2018-2021 available at: <a href="https://www.eastpilbara.wa.gov.au/documents/152/strategic-workforce-plan#:~:text=The%20Workforce%20Plan%20is%20integral,and%20to%20manage%20the%20workforce.">https://www.eastpilbara.wa.gov.au/documents/152/strategic-workforce-plan#:~:text=The%20Workforce%20Plan%20is%20integral,and%20to%20manage%20the%20workforce.</a>  Current Shire Long Term Financial Plan 2014-2024 available at <a href="https://www.eastpilbara.wa.gov.au/documents/198/long-term-financial-plan-2013-14">https://www.eastpilbara.wa.gov.au/documents/198/long-term-financial-plan-2013-14</a> The Western Australian Treasury Corporation have delivered a new LTFP model which will be populated as part of the 2022-2023 budget adoption process.

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Entity Wide	Operational Procedures	7.2.1	Procedures are not formalised for a number of key operational functions throughout the Shire. Workflow process diagrams, checklists and documented procedures may assist to create a visual representation of a process, clearly identifying key points of control and responsibility to be evidenced and independently reviewed.	Lack of strategic direction for implementation of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Prioritised Action Required	Undertake a review of existing operational procedures, and where required develop and implement additional procedures, to provide operational guidance aligned with adopted Council policies and legislation. Procedures should provide for activities not necessarily covered by legislation to communicate expected standards to staff from the CEO, in the course of implementing strategic direction and decisions of Council. Development of documented procedures and checklists, and / or workflow process diagrams may assist in clearly identifying controls and processes to be followed.	The Shire has implemented Nintex Promapp to establish process maps, Visio charts, and linked procedure documents. Phase 1 trial complete. The Strategic Direction in place is that following Service Plan Phase #2 which aims to identify all major service delivery processes, these will be prioritised and Promapped over the next 18 months.
Functional	End of Month Processes	7.2.10	Reconciliations for the asset register and payroll have been conducted in a timely manner, however variances between the general ledger and asset/ payroll ledgers are present.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Review system processes to ensure regular and timely review of asset and payroll reconciliations.	Noted
Functional	End of Month Processes	7.2.10	Monthly general journal audit trails are not regularly independently reviewed.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Review system processes to ensure regular and timely review of general journal audit trails.	Since addressed
Functional	Accounts Payable	7.2.11	Our testing noted multiple instances where creditors invoices were approved by only one officer. We noted instances where purchase orders and invoices were authorised by the same officer, without independent reviews.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Invoices signed by only one employee increase the risk that an invoice is paid in error. A second signature verifying the payment of an invoice will assist in providing independent review.	Staff operate within delegations, defined limits and an environment of trust & responsibility. The organisation is not resourced to meet this particular request.
Functional	Batch updates	7.2.12	Batch updates in the Shire's accounting software are not independently reviewed following their update.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Ensure all batch updates are independently reviewed to ensure the update is as per the reviewed information.	Since addressed
Functional	Bank Authorisation	7.2.13	Staff representations noted only two staff members have authority to make payments from the bank. This can lead to a risk of late payment to creditors and staff members where one staff member is unavailable to make payment.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Major	High	Prioritised Action Required	Review payment authorisations to ensure adequate resources are available for the review and payment to suppliers and employee to mitigate risks of late payments being made.	Since addressed
Functional	Security Controls for Cash	7.2.14	Petty cash is kept in a locked box, which is stored in an unlocked cupboard.	Internal control or compliance breach	Feb-22	Possible	Minor	Major	High	Prioritised Action Required	Ensure petty cash is stored in a secure location, such as the strong room or safe.	During the day the locked petty cash tin is within the customer services drawer, then stored in the safe overnight.
Functional	Petty Cash	7.2.15	No evidence was available of independently reviewed and authorised monthly petty cash reconciliations.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Moderate	High	Planned Action Required	Undertake a review of systems and processes relating to petty cash, to ensure adequate controls exist relating to security of cash held, as well as maintaining and processing of petty cash transactions.	Since addressed
Functional	Petty Cash	7.2.15	Staff representations stated that purchases made using petty cash have been made by officers without delegated authority to purchase goods or services.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Moderate	High	Planned Action Required	Improve procedures to ensure purchases made using petty cash have received approval by an officer with appropriate authorisation limits prior to the purchase of the goods and services.	Unable to comment without substantiation. Staff are required to undertake Procurement Training in accordance with policy. Shall be reviewed.
Functional	Overdue Debtors	7.2.16	We did not evidence any procedures or process for the consistent and timely collection of outstanding rates. Rate collections is undertaken on an ad-hoc basis when staff have time available to undertake the work. This could create cash flow pressure or lead to the loss of income.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Create and document procedures to ensure a transparent and consistent approach is applied to overdue debtors and ensure appropriate resources are available to undertake these procedures.	Debt collection has been outsourced for the last 5 months to AMPAC and consultant. The uncollectable rates upon the Newman and Kurra land subdivisions is not included within cashflow forecasting. This accounts for \$1.7M of current \$2.4M outstanding, against an annual rates fees bill (excluding other charges) of \$21M.
Functional	Credit Cards	7.2.17	During testing we noted one tax invoice was unavailable and one payment was made with a tax invoices which did not detail the goods being purchased.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Ensure all payments made by credit cards are accompanied by tax invoices with required details.	Since addressed.
Entity Wide	Credit Cards	7.2.17	We noted instances through our testing where credit card reconciliations were not reviewed by an independent more senior member of staff.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Update procedures to require cardholders to review and certify expenses incurred on their credit cards each month. Maintain and regularly review these controls and ensure staff responsible for processing credit card transactions are appropriately educated with approved systems and processes.	Since addressed.

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Functional	Credit Cards	7.2.17	No evidence was available of signed credit card agreements for Shire credit card holders.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Ensure all officers issued with credit cards sign a credit card agreement prior to the issuing of the credit card.	Noted. Card holders are responsible for appropriate use of cards as per Council policy.
Functional	Inventory Reconciliations	7.2.19	The following reconciliations were not available for review: • Fuel • Art Centre Inventory	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Review system processes to ensure regular and timely review of key reconciliations.	Noted.
Functional	Bank Reconciliations	7.2.18	No bank reconciliations were available for review.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Mar-22	Possible	Minor	Major	High	Planned Action Required	Review systems and processes to ensure staff capacity for the regular and timely completion and review of bank reconciliations.	All completed on Altus Synergy and available of Corporate S: drive.
Functional	Swimming Pool Inspections	7.2.20	Our testing noted a number of swimming pool inspections currently overdue for inspection. We noted management has organised additional resources to undertake the backlog of inspections.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Moderate	High	Prioritised Action Required	Routine monitoring and review of the swimming pool register will assist to ensure inspections are undertaken within required timeframes.	Since completed
Functional	Procedure Changes	7.2.2	Process for amending or changing procedures are not formalised. This has the risk to result in instances of unilateral unauthorised changes to procedures and a risk of breakdowns in key controls within internal and financial controls.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Establish a process for the development, review, amendment and authorisation of procedures, checklists and other internal control documentation, throughout the Shire to assist with managing changes to procedures.	Noted
Functional	Regulatory Health Inspections	7.2.21	Environmental health inspections undertaken are not routinely maintained for remote sites.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Moderate	High	Prioritised Action Required	Routine monitoring and review of the regular health register will assist to ensure inspections are undertaken within required timeframes.	Shire engages a consultant 2 -3 times annually to review all Shire sites (not remote Communities as are State responsibility).
Entity Wide	General Journals	7.2.22	Instances were noted whereby general journals debit expense and credited income which results in an overestimate of both in the financial reporting.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Develop processes to ensure journals are properly supported, valid and comply with legislation or Australian Accounting Standards before being processed.	Noted
Entity Wide	Risk Management	7.2.3	Risk Management activities currently undertaken are largely undocumented.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Major	High	Prioritised Action Required	Risk management procedures and process to be developed in accordance with the latest risk management standard (ISO 31000:2018). Implement risk management procedures and processes throughout the organisation.	Noted
Entity Wide	Records	7.2.4	Records produced outside of the main systems such as social media are not being recorded in the record management system.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Major	High	Prioritised Action Required	Ensure systems are in place to capture and backup all records produced by Shire staff and councillors.	Noted
Entity Wide	Records	7.2.4	Based on our enquiries with staff, electronic records are stored in various locations such as shared drives, rather than the Shire's electronic document and records management system (EDRMS). Where compliance with required record keeping controls is low, information may become compromised where deletions, loss and compromised security or confidentiality of records may occur.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Major	High	Prioritised Action Required	Review, update and communicate procedures for the record keeping practices and enforce individual accountability for compliance with established procedures.	Noted. Dedicated staff officer training upcoming. Record Keeping - Service delivery improvement plan prepared October 2021, pending resourcing.
Entity Wide	Records	7.2.4	Access to archived records are not maintained in a safe and secure location where access is limited to authorised officers	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Major	High	Prioritised Action Required	Archived records should be located in a safe and secure location that is appropriate for the long term storage of records. Access to the records should be only by authorised staff.	Noted. Dedicated staff officer training upcoming. Record Keeping - Service delivery improvement plan prepared October 2021, pending resourcing.
Entity Wide	Records	7.2.4	Systems or procedures in place for vital records are considered inadequate. Some vital records were unable to be located while others were not located in a secure and safe location.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Major	High	Prioritised Action Required	Development systems and procedures for the correct maintenance of the Shire's vital records and ensure all vital records can be located.	Noted. Dedicated staff officer training upcoming. Record Keeping - Service delivery improvement plan prepared October 2021, pending resourcing.

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Entity Wide	Information Required to be Published on Official Local Government Website	7.2.5	At the time of our review, we noted the following information (in addition to other matters noted throughout this report) has not been published on the Shire's official website as required by legislation: • Name of each council member who lodged a primary return or annual return for a financial year beginning on or after 1 July 2020 • The position of each employee who lodged a primary or annual return for a financial year beginning on or after 1 July 2020 • The type, amount or value of any fees, expenses or allowances paid to each council member during financial year beginning on or after 1 July 2020 (no later than 14 July) • Report on training by elected members (required within one month of EOFY)rs (required within one month of EOFY)	Internal control or compliance breach	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Ensure information is published on the Shire's official website as required by section 5.96A of the Local Government Act 1995 and any other legislation.	Noted.
Functional	Contractor Inductions	7.2.6	Procedures for the induction of contractors are not currently in place.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Develop procedures to enable the induction of all contractors prior to work being undertaken by the Contractor for the Shire.	To be addressed within the Shire's Work Health and Safety Improvement Plan. LGIS since delivered the supporting documentation. Pending commencement of WHS officer to resource implementation
Entity Wide	ICT Security	7.2.7	We noted limited controls in relation to the access to IT systems for both physical access to hardware and network access to software and data.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Undertake a comprehensive IT security review and implement findings.	A Cyber Security Audit is in progress which will inform towards identifying and managing risks.
Entity Wide	Management Accounting	7.2.8	We noted an absence of management reporting throughout the organisation. This was supported by Staff representations. Financial management reporting is an important control mechanism used to monitor the performance of the organisation and individual business units.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Moderate	Moderate	High	Prioritised Action Required	Develop systems and processes to undertake financial management reporting throughout the organisations. The level of reporting should scale with the financial risk of each reporting area.	Routine mid-month management reports since established. Staff have access to Synergy general and job ledger enquiries to check latest revenue and expenditure.
Functional	Asset Management	7.2.9	Asset management including the development of schedules and programs in relation to the maintenance and renewal of housing and roads, including condition assessments are considered inadequate.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Ensure the development of housing and road schedules and programs including accurate and timely condition data is undertaken in order for the practice of asset management.	Asset Management Plan production schedule across all categories programmed for completion by June 2023.
Entity Wide	Staff Training	7.3.1	Planned staff training needs for employees are currently identified and recorded in a training matrix. Recent reviews and or updates to this matrix were not available for our review.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Refine the current staff training matrix to identify staff training needs relevant to their role, ensuring it is co-ordinated across the organisation, monitors currency of required licences and qualifications, and is regularly reviewed and updated.	Noted
Entity Wide	Staff Employment Files	7.3.2	Practices and procedures for verifying employee identity, right to work in Australia, background checks, verification of employment history and qualifications are considered inadequate. We noted a breakdown in controls where an employee file did not contain evidence of current licences and qualifications.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Major	High	Prioritised Action Required	Develop, implement and maintain appropriate policies and procedures to reduce the risk of unqualified or unsuitable staff being employed by the Shire, in line with the Western Australian Auditor General's Report in June 2019 relating to Verifying Employee Identity and Credentials.	Noted
Functional	Payroll Audit Trails	7.3.3	No independent review is undertaken to ensure bank account details have not been altered or manipulated without prior verification and authorisation.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Minor	Moderate	High	Prioritised Action Required	Procedures to minimise risk of erroneous or unauthorised changes to employee details should be implemented. Regular reviews of software audit trails is one form of control and should be undertaken as a minimum. Where possible, segregation of duties should exist where those responsible for processing payroll transactions are unable to make changes to employee master file.	Noted. An audit trail is run as part of each fortnight's payroll processing. The Shire's scale and resourcing is not conducive to segregation of duties.
Entity Wide	Council and Committee Minutes	8.1.1	We noted the following items from the minutes of Council meetings: • Multiple instances whereby a confidential report did not include a recording of the decision • One instance whereby the names for the mover and seconder were not included into the confirmed minutes. • One instances whereby there was no motion to open the meeting to urgent business.	Internal control or compliance breach	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Ensure minutes of Council meetings are correctly recorded and contain all information required under regulation 11 of the Local Government (Administration) Regulations 1996.	Noted
Entity Wide	Financial Interest Register	8.2.1	The financial Interest Register was not available for review. Staff representations noted the register was non compliant and did not contain the information required. On review of returns available we noted multiple instances whereby acknowledgments where not available and one instance whereby the return was not fully completed.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Likely	Moderate	Moderate	High	Prioritised Action Required	Ensure systems and procedures are in place to obtain all returns required under the Local Government Act 1995 and a register is held and maintained. Undertake necessary actions to rectify and report this matter as required.	Noted

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Entity Wide	Delegation Register	8.2.2	Our testing identified a number of issues with some delegations. We noted common occurrences where: • Relevant legislation prohibits the delegation; • The delegation is suitable for acting through; • The delegation is not a power of Council; • The delegation to make a payment to an employee in addition to a contract or award is a Council policy and no longer required.	Invalid Delegation	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Review and update the delegations register to ensure the delegations are appropriate and are consistent with relevant legislation.	Since addressed.
Entity Wide	Register of Hazardous Materials	8.2.3	A register of hazardous materials was available, however did not appear to have been recently updated. Therefore the current conditions of hazards or any corrective activities is unknown.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Maintain a register to record details of hazardous materials, such as asbestos, for properties under the control of the Shire.	To be addressed within the Shire's Work Health and Safety Improvement Plan. LGIS since delivered the supporting documentation. Pending commencement of WHS officer to resource implementation
Functional	Cemetery Register	8.2.4	A register of burials was not available for our inspection.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Establish and maintain a register for the cemetery as required by the Cemeteries Act 1986.	Noted
Entity Wide	Tender Register	8.2.5	The tender register contains a record of officers who were present when tenders were opened. There were one instances where a tender has been opened by only one person.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Review procedures to require at least two employees of a local government to be present when opening tenders, or one employee and at least one person authorised by the CEO to open tenders as required by Regulation 16(3)(a) of the Local Government (Functions and General) Regulations 1996.	Noted
Entity Wide	Community Complaints Procedures	8.4.1	Community complaints register to follow up and ensure all complaints are adequately addressed was not available for review.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	To help ensure all complaints are adequately resolved, a register of customer complaints received should be maintained.	Noted
Entity Wide	OSH Audit	8.5.1	An audit was undertaken by an independent party in 2018. Evidence to support improvements identified through the audit being implemented was not available for our review.	Failure to identify risks or adequately treat risks Breakdown of internal controls	Feb-22	Possible	Minor	Moderate	Medium	Planned Action Required	Start implementation of the OSH Management Plan and ensure all previously identified OSH matters have been adequately addressed.	To be addressed within the Shire's Work Health and Safety Improvement Plan. LGIS since delivered the supporting documentation. Pending commencement of WHS officer to resource implementation

**6 CONFIDENTIAL MATTERS BEHIND CLOSED DOORS**

**COMMITTEE DECISION**

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Lockyer

**That the meeting be closed to the public in accordance with section 5.23{2} of the *Local Government Act 1995*.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, Councillor Lockyer

**Against:** Nil

*Steve Leeson left meeting at 2.06 pm.*

**6.1.1 CEO KEY FOCUS AREA CONTRACT MANAGEMENT STATEMENT**

**COMMITTEE DECISION / OFFICER'S RECOMMENDATION**

**Moved:** Cr Lockyer

**Seconded:** Cr McWhirter-Brooks

**That the Committee receives the Chief Executive Officer's Statement of the Status of Contract Management Achieving Best Value for Money in satisfaction of Key Focus Area 6 of the Chief Executive Officer's performance measures.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, and Councillor Lockyer

**Against:** Nil

**REASONS FOR CONFIDENTIALITY**

**That in accordance with section 5.23 (2) of the *Local Government Act 1995* the meeting is closed to members of the public with the following aspect(s) of the Act being applicable to this matter:**

- (a) a matter affecting an employee or employees.**

**COMMITTEE DECISION**

**Moved:** Cr Lockyer

**Seconded:** Cr McWhirter-Brooks

**That the meeting return to Open Committee in accordance with 5.23{2} of the Local Government Act 1995.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, Councillor Lockyer

**Against:** Nil

**7 DATE OF NEXT MEETING**

The next Ordinary Meeting of the Audit, Risk and Governance Committee is scheduled for **Thursday, 25 August 2022.**

**8 CLOSURE**

The Presiding Member declared the Shire of East Pilbara Audit Risk and Governance Committee Meeting of 22 July 2022 closed at 2.11 pm and thanked Committee Members and staff for their attendance.



# **APPENDIX 2**



**SHIRE OF EAST PILBARA**

## **MINUTES**

### **AUDIT RISK AND GOVERNANCE COMMITTEE MEETING**

**NOTICE IS HEREBY GIVEN** that a Meeting of  
the **AUDIT, RISK AND GOVERNANCE COMMITTEE** will be held,  
in Council Chambers, Newman, 4:00 pm, Thursday, 25 August 2022.

A handwritten signature in black ink, appearing to read 'Steven Harding', is positioned above the printed name and title.

**Steven Harding**  
**CHIEF EXECUTIVE OFFICER**



# DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of East Pilbara for any act, omission, statement or intimation occurring during Meetings of Council or its Committees. The Shire of East Pilbara disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission, statement or intimation occurring during Meetings of Council or its Committees.

Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee Meeting does so at that person's or legal entity's own risk.

In particular and without derogating any planning application or application of a licence, any statement or intimation of approval made by any member or Officer of the Shire of East Pilbara during the course of any meeting is not intended to be and is not taken as notice of approval from the Shire of East Pilbara.

The Shire of East Pilbara warns that anyone who has any application lodged with the Shire of East Pilbara must obtain and should only rely on

## **WRITTEN CONFIRMATION**

of the outcome of the application and any conditions attaching to the decision made by the Shire of East Pilbara in respect of the application.

Signed: \_\_\_\_\_  
Steven Harding  
Chief Executive Officer

## AUDIT, RISK AND GOVERNANCE COMMITTEE

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

The Shire President (Presiding Member) declared the Shire of East Pilbara Audit Risk and Governance Committee Meeting of 25 August 2022 open at 4.04pm, held at the Council Chambers, Newman and via MS Teams remotely .

The President acknowledged the Traditional Owners of the land on which the meeting took place, the Nyiyaparli People, and the Martu People as the Custodians. Council also paid its respects to their Elders, both past, present and emerging.

All present for the meeting were requested to turn off and refrain from using their mobile phones for the duration of the meeting. Tablets and laptops were permitted for the purpose of accessing agenda items and notes.

The Presiding Member also advised all those in attendance that the meeting was being audio recorded and Councillors should refrain from making any defamatory statements.

**2 ATTENDANCE BY INSTANTANEOUS COMMUNICATIONS**

A request to attend the meeting via a virtual platform was received from Councillor Lou Lockyer, as such the below motion was put and passed:

**COMMITTEE DECISION**

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Lockyer

**That the Committee approves attendance at the 25 August 2022 Audit and Risk Committee Meeting by instantaneous communication by Councillor Lou Lockyer.**

**CARRIED BY AN ABSOLUTE MAJORITY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, and Councillor Lockyer

**Against:** Nil

**3 RECORD OF ATTENDANCES/APOLOGIES/LEAVE OF ABSENCE**

**3.1 ATTENDANCES**

Councillors

Cr Anthony Middleton

Cr Wendy McWhirter-Brooks

Cr Karen Lockyer

Shire President (Chair)

Deputy Shire President

Councillor

Officers

Steven Harding

Emma Landers

Chief Executive Officer

Deputy Chief Executive Officer/Director  
Organisation Development

Steve Leeson

Joshua Brown

Eric Plet

Director Corporate Services

Manager Governance, Risk & Procurement

Director Community Services

**3.2 APOLOGIES**

Councillor Apologies

Nil

Officer Apologies

Nil

**3.3 LEAVE OF ABSENCE**

No requests received for his meeting.

**4 DISCLOSURES OF INTEREST**

No disclosures from Committee Members were presented for this meeting.

**5 CONFIRMATION OF MINUTES OF PREVIOUS COMMITTEE MEETING**

**5.1 CONFIRMATION OF MINUTES**

[ARGMinutes\Ordinary Minutes July 22 2022 -FINAL.docx](#)

[ARGMinutes\Confidential Minutes - 22-7-22 - FINAL.docx](#)

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**COMMITTEE DECISION**

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Lockyer

**That the Minutes of the Ordinary and Confidential Audit Risk and Governance Committee Meeting held on 22 July 2022, be confirmed as a true and correct record of proceedings.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, and Councillor Lockyer

**Against:** Nil

## 6 OFFICER'S REPORTS

### 6.1 GENERAL

#### 6.1.1 FRAUD GAP ANALYSIS

**Attachments:** [Appendix 1 SoEP Fraud Gap Analysis Report](#)  
**Responsible Officer:** Steven Harding  
Chief Executive Officer  
**Author:** Joshua Brown  
Manager Governance, Risk and Procurement  
**Proposed Meeting Date:** 25 August 2022  
**Location/Address:** N/A  
**Name of Applicant:** N/A  
**Author Disclosure of Interest:** Nil

#### COMMITTEE DECISION / OFFICER'S RECOMMENDATION

**Moved:** Cr Lockyer  
**Seconded:** Cr McWhirter-Brooks

**That the Audit, Risk and Governance Committee:**

1. Receives the Fraud Gap Analysis as Appendix 1;
2. Requests the presentation to the Audit, Risk and Governance Committee of future updates concerning the implementation of the recommendations arising from the Fraud Gap Analysis; and
3. Notes the satisfactory completion by the Chief Executive Officer of Key Focus Area 6.

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, and Councillor Lockyer  
**Against:** Nil

## REPORT PURPOSE

For the Committee to receive the findings of a Fraud Gap Analysis undertaken by external auditors, Paxon Group and to note the meeting of a Key Focus Area assigned to the Chief Executive Officer.

## BACKGROUND

At its Special Meeting held 28 September 2021, Council endorsed six Key Focus Areas as performance measures for the Chief Executive Officer. Council is required to review the performance of the CEO annually in accordance with s.5.38 of the *Local Government Act 1995*.

Key Focus Area (KFA) 6 was amended by Council at its 25 March 2022 Ordinary Council Meeting:

	Key Focus Area	Measure
KFA 6	Undertake an independent organisation-wide gap analysis of the Shire's fraud prevention measures and controls to identify any vulnerabilities to fraud and corruption, and to recommend any such measures required to improve fraud resistance and to strengthen the Shire's internal controls, with a report to be made to the Council's Audit, Risk and Governance Committee by September 2022. In addition, provide a statement of fraud prevention principles governing contract management and stock control to Council's Audit, Risk and Governance Committee by June 2022.	Completion and delivery of gap analysis report and recommendations to the Audit, Governance and Risk Committee by September 2022.  Provision of statement of fraud prevention principles governing contract management and stock control to Audit, Governance and Risk Committee by June 2022.

The completion and delivery of an independent organisation-wide gap analysis of the Shire's fraud prevention measures and controls to identify any vulnerabilities to fraud and corruption was undertaken in June and July 2022.

## COMMENTS/OPTIONS/DISCUSSIONS

The review found the Shire to have many of the component parts of a good practice fraud framework, but that key aspects of the framework are not operational. The following is precis of the Executive Summary. The full review is attached as **Appendix 1** to this report:

- The Shire's framework is more comprehensive than many other similar sized local governments, which does lead to a high level of resource required to maintain it to provide clear and up to date guidance.
- There are documents referred to within other documents that make up the framework, either because they do not exist or could not be located.



- Risk management is not currently operationally effective within the Shire, with the latest version of the risk register provided dating from 2019. This is a key function in ensuring that all risks, including fraud, are identified, assessed and managed to an appropriate level.
- Oversight by the Executive Leadership Team (ELT) and Audit, Risk and Governance Committee (ARGC) has occurred more recently, but the information provided should be assessed to ensure it includes key information such as the strategic risk register and key changes to risks, not just controls and action plans.
- Implementation of remedial activity for findings recommended by assurance providers could be more robust to ensure that they are remediated effectively. Many of the findings raised by the Office of the Auditor-General in their report of 2019 have not been remediated or the activity has lapsed.
- The *Public Sector Management Act* requires a formal integrity framework to be developed by June 2023 as part of the Integrity Strategy for Public Authorities 2020-23. A project should be initiated to achieve this utilising the Public Sector Commission's and Office of the Auditor General's tools to facilitate this. The current framework should be rationalised to maintain an appropriate but more sustainable fraud framework. Where documents are deemed not necessary the required areas of content should be included within other documents and missing documents/processes should be developed. This should be performed with consideration given to the level of resource to administer and operate the fraud framework.

The following table indicates the gaps noted in key areas:

Focus Area	Gaps Noted
Internal Guidance	Development of an Integrity Framework Fraud framework related documents require regular update
Fraud & Corruption Control Plan and Fraud Improvement Plan	Regular update of plans and monitoring of activities documented Evidencing the completion of actions to address findings from assurance providers
Fraud reporting	Processes for the reporting and handling of fraud should be developed Code of Conduct and PID reporting guidance: No anonymous internal reporting process Identification and training of PID Officers Lack of Fraud and Corruption Reporting Register
Risk Management	Lack of update and reporting of risks, including fraud Subsequent reporting to ARGC was in relation to treatment action plans and listing of review of controls in place, not the risks themselves Update of risk management guidance documents

Focus Area	Gaps Noted
Training	Lack of training requirement matrix and register of completed training Employee survey and fraud perceptions / training Communicating changes to internal guidance to field-based staff and annual signing of acknowledgement / compliance with code
Compliance	Lack of clarity over the compliance framework
Assurance	Internal audit plan states it is risk based, but unsure how this is achieved and resourcing

**Appendix 1** also includes the proposed management actions to address the recommendations made in the review.

The provision of the review satisfies the requirements of the Chief Executive Officer's Key Focus Area 6.

## STATUTORY IMPLICATIONS/REQUIREMENTS

Consistent with regulation 16(a)(ii) of the *Local Government (Audit) Regulations 1996* and clause 17(2)(a) of schedule 2 of the *Local Government (Administration) Regulations 1996*.

## POLICY IMPLICATIONS

No known policy implications.

## STRATEGIC COMMUNITY PLAN

### 5: Governance

#### *Governance*

G1 Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources.

G1.1 *Continued focus on good governance, transparency and community and stakeholder engagement in significant decisions, including place-based plans.*

G1.4 *Ensure a high standard of organisational management and effectiveness*

## RISK MANAGEMENT CONSIDERATIONS

Finance and Compliance – High

## FINANCIAL IMPLICATIONS

No financial resource impact.

**VOTING REQUIREMENTS**

Simple Majority.

# PAXON

## SHIRE OF EAST PILBARA

### Fraud Gap Analysis

August 2022

[paxongroup.com.au](https://paxongroup.com.au)

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# 1. INTRODUCTION

## 1.1 Background & Objective

The Shire requested a gap analysis of its approach to fraud within a request for quote, which Paxon was appointed to deliver.

In 2019 the Office of the Auditor General (OAG) completed a review into Fraud Prevention in Local Government, which included the Shire. This included review of the fraud framework including the Fraud & Corruption Control Plan.

The objective of our review was to provide a report to management and the Audit and Risk Governance Committee (ARGC) following up on the appropriateness and effectiveness of the design of the Shire's systems and procedures in relation to fraud and to identify any gaps.

## 1.2 Focus Areas

Paxon's work was focussed on review of documentation in place during June/July 2022 or the last occurrence of reporting or operation of an activity prior to this period. The following areas were reviewed to identify gaps within the Shire's documented fraud framework:

- Internal guidance documents including the Fraud & Corruption Control Plan and the related Improvement Plan
- Fraud reporting processes
- Risk Management
- Training
- Compliance; and
- Assurance

Our work did not include detailed testing of the areas under review.

## 2. EXECUTIVE SUMMARY

Overall Paxon has found the Shire to have many of the component parts of a good practice fraud framework, but that key aspects of the framework are not operational.

The Shire's documented framework is more comprehensive than many other similar sized local governments. However, this does lead to a high level of resource required to maintain this framework to provide clear and up to date guidance. Many of our findings are related to the review and update of documents. In addition we were not provided with some documents that are referred to within other documents that make up the framework, either because they do not exist or could not be located.

It also appears that risk management is not currently operationally effective within the Shire, with the latest version of the risk register provided to us dating from 2019. This is a key function in ensuring that all risks, including fraud, are identified, assessed and managed to an appropriate level. Oversight by the Executive Leadership Team (ELT) and Audit, Risk and Governance Committee (ARGC) level has occurred more recently, but the information provided should be assessed to ensure it includes key information such as the strategic risk register and key changes to risks, not just controls and action plans.

We also noted that the implementation of remedial activity for findings recommended by assurance providers could be more robust to ensure that they are remediated effectively. Our work has highlighted that many of the findings raised by the OAG in their report of 2019 have not been remediated or the activity has lapsed.

We have also identified other gaps which are summarised below and detailed within section 5 in relation to simplifying the reporting of fraud, training, compliance and assurance.

The Public Sector Management Act requires a formal integrity framework to be developed by June 2023 as part of the Integrity Strategy for Public Authorities 2020-23. A project should be initiated to achieve this utilising the Public Sector Commission's and Office of the Auditor General's tools to facilitate this. The current framework should be rationalised to maintain an appropriate but more sustainable fraud framework. Where documents are deemed not necessary the required areas of content should be included within other documents and missing documents/processes should be developed. This should be performed with consideration given to the level of resource to administer and operate the fraud framework.

We would like to thank all officers that assisted with the performance of this review.

Focus Area	Gaps Noted
Internal Guidance	<ul style="list-style-type: none"> <li>Development of an Integrity Framework</li> <li>Fraud framework related documents require regular update</li> </ul>
Fraud & Corruption Control Plan and Fraud Improvement Plan	<ul style="list-style-type: none"> <li>Regular update of plans and monitoring of activities documented</li> <li>Evidencing the completion of actions to address findings from assurance providers</li> </ul>
Fraud reporting	<ul style="list-style-type: none"> <li>Processes for the reporting and handling of fraud should be developed</li> <li>Code of Conduct and PID reporting guidance</li> <li>No anonymous internal reporting process</li> <li>Identification and training of PID Officers</li> <li>Lack of Fraud and Corruption Reporting Register</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>Lack of update and reporting of risks, including fraud</li> </ul>

	<ul style="list-style-type: none"> <li>• Subsequent reporting to ARGC was in relation to treatment action plans and listing of review of controls in place, not the risks themselves</li> <li>• Update of risk management guidance documents</li> </ul>
Training	<ul style="list-style-type: none"> <li>• Lack of training requirement matrix and register of completed training</li> <li>• Employee survey and fraud perceptions / training</li> <li>• Communicating changes to internal guidance to field-based staff and annual signing of acknowledgement / compliance with code</li> </ul>
Compliance	<ul style="list-style-type: none"> <li>• Lack of clarity over the compliance framework</li> </ul>
Assurance	<ul style="list-style-type: none"> <li>• Internal audit plan states it is risk based, but unsure how this is achieved and resourcing</li> </ul>

### 3. METHODOLOGY

Our methodology for this review comprised of the following steps:

- Conducted an initial meeting with management to obtain an understanding of processes and potential issues;
- Obtained documents and evaluated the effectiveness of design of their content and the overall fraud framework to cover identified risks;
- Followed up and confirmed actions taken on any previous business issues identified and recommendations made;
- Developed appropriate recommendations for improvement for discussion with management;
- Drafted a report of findings and recommendations and obtain formal responses from management; and
- Finalised the report and issued it to management for distribution to the Audit and Risk Governance Committee.



## 4. INHERENT LIMITATIONS

Due to the inherent limitations in any internal control structure, it is possible errors or irregularities may occur and not be detected. Further, the internal control structure, within which the control procedures that have been reviewed operate, has not been reviewed in its entirety and therefore no opinion is expressed as to the effectiveness of the greater internal control structure.

It should also be noted our review was not designed to detect all weaknesses in control procedures as it was not performed continuously throughout the period subject to review.

The review conclusion and any opinion expressed in this report have been formed on the above basis.

## 5. DETAILED AUDIT FINDINGS

### 5.1 Fraud Framework Guidance Documents

#### Gaps Identified

- 5.1.1 During the course of our fieldwork we noted that the Shire has a comprehensive suite of documents in place in relation to fraud which constitute the fraud framework. This inevitably leads to increased workload in maintaining the relevance of these documents through regular review and update.

The Public Sector Management Act requires a formal integrity framework to be developed by June 2023.

There are tools that would help to build towards this deadline, such as the Public Sector Commission's 'Integrity Snapshot Tool', which is part of the Integrity Strategy for Public Authorities 2020-23 and the OAG's June 2022 report 'Fraud Risk Management Better Practice Guidance'.

- 5.1.2 Key documents that require update that could not be located or have not been developed but are referenced within other documents, have been identified separately within the detailed findings of this report. Within [Appendix A](#) is a list of all other documents that either require developing, review and update or could not be located.

#### Implication

Non-compliance with Public Sector Management Act.

Documents may be outdated and are at risk of providing obsolete guidance to both employees and the community, or if they are not in place do not provide guidance in key areas.

#### Recommendation

- 5.1.1 A plan should be developed to implement an Integrity Framework, leveraging guidance from the OAG and PSC. This should include the rationalisation of documents and the setting of practical periods for on-going review and update.
- 5.1.2 Documents that could not be located or have not been developed should be assessed on need or incorporated into existing documents.

#### Management Action Plan

Agreed. The Shire will develop a formal integrity framework to be reported to Council for adoption by 30 June 2023. A full review of all integrity documentation (including that which has been identified by this review as unavailable or not developed) will be undertaken as part of the work to develop the formal integrity framework and will be completed by 30 June 2023.

## 5.2 Actioning the Fraud & Corruption Control Plan and Improvement Plan

### Gaps Identified

In 2019 the OAG completed a review into Fraud Prevention in Local Government, which included the Shire. This included review of the fraud framework including the Fraud & Corruption Control Plan. The findings from this review were documented within CAMMS as the Fraud & Corruption Control Improvement Plan to facilitate the oversight of the implementation of actions to remediate the findings.

- 5.2.1 The Fraud & Corruption Control Plan was updated in May 2020 post completion of the OAG review but has not been reviewed or updated since. This document contains measures the Shire has to Plan & Resource; Prevent; Detect and Respond to fraud, along with an owner and timeframe for each measure. However this document and the measures it contains appear to be static and there is no active monitoring or reporting of this to identify if these activities are occurring.
- 5.2.2 The Fraud & Corruption Control Improvement Plan was regularly reported to ARGC until September 2021. As at this point in time it was noted that the majority of actions were complete and the remaining two were expected to be completed by 30 June 2022. Since then there has been no reporting to ARGC on this matter.

Paxon's work included following up the recommendations and actions arising from the OAG review. Our work has identified that of the original 10 recommendations 5 have been partially resolved (1.1, 1.3, 2.3, 2.4, 2.5) and 5 remain open (1.2, 2.2, 2.6, 3.1, 3.2). This is based upon information that has been provided during the course of our review. It is possible that at the time at which they were reported to the ARGC as completed they may have been, but due to changes in staff the remedial activity can no longer be identified. Some of these items refer to updating of documents that have been reviewed as part of this gap analysis (see finding 5.3), where the specified update could not be identified. As a consequence of this the remedial activity should be considered as no longer being active.

All findings from the OAG report have been included within other sections of this report, with the exception of finding 2.6 from the OAG's report, screening of suppliers and employees, for which no remedial evidence was provided.

We also noted that internal audit findings arising from the Regulation 5 and 17 reviews performed by Moore's were reported to the ARGC by the same method.

### Implication

- 5.2.1 The Shire is exposed to fraud risk as a result of planned activities not occurring.
- 5.2.2 The Shire is exposed to increased risk as a result of not fully remediating findings raised by assurance providers.

### Recommendation

- 5.2.1 The Fraud & Corruption Control Plan document should be updated post this review and a process for monitoring the activity documented within should be put in place e.g. entry into CAMMS and review by the ELT.
- 5.2.2 An audit log of all findings raised by independent assurance providers should be developed and reported to ARGC on a regular basis, as was the case until late 2021. In order to ensure the accuracy of this reporting regular independent review of the status of actions and appropriate remedial measures noted as completed by management should be put in place to ensure that the activity has occurred.

### Management Action Plan

Agreed. A review of the Fraud and Corruption Control Plan will be undertaken and appropriate updates made. All actions within the plan will be entered into CAMMS and an agreed monitoring regime approved by the ELT by 31 December 2022. The re-establishment of an audit log is due for completion by 31 October 2022, with quarterly progress reports to be provided to meetings of the Audit, Risk and Governance Committee.

### 5.3 Reporting and Handling of Fraud/Misconduct Allegations

#### Gaps Identified

The Shire has guidance documents in place for the reporting of fraud/misconduct and also the Public Interest Disclosure legislation that is in place to protect people making such disclosures. The following was noted in relation to these documents and processes.

- 5.3.1 The Code of Conduct sections 3.25 - 3.28 relate to reporting and handling of breaches of the code and fraud/misconduct respectively. They refer to how breaches will be handled in line with policy and procedure, but these are vague and underlying documents do not appear to be in place. This includes the Reporting Serious and Minor Misconduct Management Procedure and the Receiving and Conducting Investigations into Allegations of Misconduct under the Corruption and Crime Misconduct Act 2003, which are also referred to within 1.20 Fraud & Corruption Control Policy.
- 5.3.2 The PID Guidelines contains a lot of detail directly from the Act and the document is 49 pages in length. There is no concise information available to facilitate ease of use.
- 5.3.3 The Shire's documented PID officers vary depending on the source of the information. Between the delegated authority 4.1.1, the PID Guidelines and the officers registered with the Public Sector Commission as required under the PID Act all contain different officers, with some of the officers having left the Shire. In addition PID officers have received no training.
- 5.3.4 Within the Code of Conduct there is no provision for anonymous reporting internally within the Shire and within Policy 1.20 it is referenced, but not detailed how this can be achieved. This may make people less likely to make a report for fear of reprisal or other officers being aware of their report.
- 5.3.5 There is no fraud and corruption register for recording reports received. From the advice provided to us by the Shire there have not been any recent reports.

The ease of use of documents, anonymous reporting processes and fraud and corruption register were findings first highlighted by the OAG in their 2019 report in relation to the Code of Conduct.

#### Implication

- Processes may deter reports of fraud and misconduct if processes do not facilitate them resulting in fraud going unreported and undetected.
- Reports received may not be handled appropriately.

#### Recommendation

- 5.3.1 Sections 3.25 to 3.28 of the Code of Conduct for Local Government Employees, Contractors and Volunteers ("the Code of Conduct") should be reviewed and the underlying processes for reporting and handling that are not in place should be documented.
- 5.3.2 PID should be communicated to employees and other protected by PID more succinctly and methods of reporting fraud/misconduct should be advertised concisely within newsletters, staff intranet, etc. References to legislation/regulation and links could be included rather than large quoted sections.
- 5.3.3 Identified PID officers should be updated consistently and training sought.
- 5.3.4 A method for staff and community to report fraud/misconduct anonymously to the Shire should be developed.
- 5.3.5 All fraud and corruption reports received should be recorded within a central register, including how they were resolved.

#### Management Action Plan

Agreed. A review of the processes by which suspected wrongdoing may be reported and promoted among Council employees, contractors and volunteers (and consistent with recommendations 5.3.1-

5.3.5) will be undertaken by 31 December 2022, with recommended improvements to be reported to the Audit, Risk and Governance Committee.

## 5.4 Risk Management

### Gaps Identified

5.4.1 The CAMMS system is used for recording the Shire's risk register. A copy of the risk register was obtained which only contains three risks that are wholly or partly fraud related:

- CR105 External Theft & Fraud
- CR116 Supplier/Contract Management
- CR100 Misconduct

The risk register report was dated 15/11/19 and no more recent reports were provided upon Paxon's request and the risks could no longer be identified within CAMMS. There is no dedicated fraud risk register.

5.4.2 Risk reporting has been regularly provided to the ARGC over the past few years, but this has been in the form of action plans and the operation of controls, not the detail of the risks themselves. It also included dates for some activities which had passed, but the report did not identify when or how they would now be addressed.

5.4.3 Risk Management Policy, Framework and Procedures were all last reviewed in 2019 and are documented within as requiring review every 2 years.

Through discussion we understand that a potential risk of fraud relating to a lack of oversight controls in purchasing and payables exists. An individual can raise a purchase requisition, approve a purchase order and approve an invoice for payment, if the transaction is within their delegated authority. This results in a lack of oversight of the transaction and an increased risk of fraud. Making risk management operational within the Shire will enable better identification, discussion, understanding and resolution of risks such as this and others that may exist within the Shire. This risk has not been tested as this was outside of the scope of our work.

### Implication

Risks are not appropriately addressed due to a lack of risk assessment, recording, management and reporting processes to management and Council.

### Recommendation

5.4.1 Risk assessments should be performed and updated within CAMMS, including fraud risk. This should include identification of risks, and assessing the controls, rating for inherent and residual risk and treatment actions.

5.4.2 Reporting processes to ELT and ARGC should be agreed and documented, with ELT acting as a gatekeeper for reporting to the ARGC. Reporting to ARGC should include high rate risks and changes to risks

5.4.3 Risk management guidance documents should be updated to reflect the desired risk management and reporting processes to be implemented within the Shire. This should be performed with regard to the risk related content of the Terms of Reference for the ARGC, as approved at the Audit Committee of 28 May 2021. The purchasing risk should be investigated and remediated to either provide independent oversight monitoring or to improve segregation of duties

### Management Action Plan

Agreed.

A whole of Shire review with respect to enterprise risk management is required and will be undertaken. A plan to implement measures to create an appropriate risk culture across the organisation will be completed by 30 June 2024. Recommendations of that review will be reported to Council for consideration.

Risk assessments must be recorded within CAMMS Risk (once it comes online) with an agreed monitoring and reporting regime to be approved by the Executive Leadership Team by 31 December 2022.

ELT will consider options to mitigate risks associated with the identified purchasing risks and a report of the outcome will be made to the Audit, Risk and Governance Committee by 31 December 2022.

A new Business Continuity Plan is currently be developed by external consultants and is expected to be finalised by 31 December 2022.

An organisation wide risk register will be signed off by ELT by 30 June 2023.

It is noted that additional resourcing will be necessary in order to complete this complex program of works.

## 5.5 Training Requirements and Awareness of Expectation

### Gaps Identified

- 5.5.1 There is no training matrix in place which details roles and the required training and its frequency. There is also no training register for officers in place, though some records of completed training are recorded.
- 5.5.2 Changes to key internal guidance documents, such as policy and code of conduct is communicated via the intranet, though this may not be available to field based staff.  
There is no process for employees to annually sign to acknowledge conformance with the Code of Conduct.
- 5.5.3 There does not appear to be any feedback from officers or the community with regards to their perception of fraud/misconduct within the Shire and any additional measures that they consider may be required.

### Implication

Incidents arise due to a lack of training or awareness of expected behaviours or a lack of informed feedback.

### Recommendation

- 5.5.1 A training matrix and register of completed training should be compiled, including areas of fraud risk such as procurement and conflicts of interest. This should be included within position descriptions and the training attendance reviewed by human resources against the expected training within the matrix.
- 5.5.2 Changes to the Code of Conduct and other key internal guidance should be communicated to all officers, potentially by toolbox meetings and compliance with the Code of Conduct signed off annually by all officers.
- 5.5.3 Feedback should be sought every few years as to the perceptions of fraud and misconduct within the Shire and areas of improvement considered.

### Management Action Plan

Agreed.

A plan to ensure all staff training undertaken is recorded will be developed in consultation with the organisation's People and Culture team, with a view to the measure being in place by 31 December 2022.

A formal program of fraud and misconduct awareness and the means by which staff can report wrongdoing will be developed by 31 December 2022 (in line with the Management Action Plan addressing recommendations 5.3.1-5.3.5).

A biennial survey of Shire officers will be undertaken to assess the perceptions of fraud and misconduct within the organisation, with the first to take place before 30 June 2023.



## **5.6 Compliance**

### **Gaps Identified**

As part of this review the Legislative Compliance Procedures documented was provided to us. These have not been reviewed since 2018 and are related to a Legislative Compliance Policy which was revoked by Council.

It is unclear as to whether these procedures remain operational or, if they were revoked, where legislative compliance expectations are now documented. Hence the approach to compliance within the Shire is unclear.

### **Implication**

Non-compliance with legislation and regulation.

### **Recommendation**

The approach to legislative compliance within the Shire should be determined and documented.

### **Management Action Plan**

Agreed. The Shire will consider what might be an appropriate policy approach to legislative compliance and make recommendations to the Council before 30 June 2023.

## 5.7 Assurance Mapping to Risk and Resource

### Gaps Identified

An OAG finding was for the ARGC to engage with internal audit and to endorse the strategic internal audit plan.

The plan was provided to the ARGC in May 2021 and endorsed. This included fraud related reviews such as: Fraud Prevention; Fraud Management; Tenders; Cash Collection; Credit Cards; Accounts Payable; Employee leave; Payroll and Grants.

The report states that the plan is risk based, but it does not elaborate on how this risk linkage is achieved. Our findings within 5.4 in relation to risk management not being operational, so it is not clear how this would have been achieved and if it was if the risks considered are current.

It was also unclear as to how the plan would be delivered, with no outsourcing budget approved at that time. Ideally the plan should include clear documentation to illustrate how the plan is proportionate to the resource available (in-house and outsourced) in order to manage the expectations of ELT and ARGC.

We are aware that a number of reviews from the plans were outsourced.

We also noted that the Regulation 5 and Regulation 17 reviews were not included within the internal audit plan but understand that they have been recently performed.

### Implication

Assurance may not be targeted to the areas of greatest risk and the required level of resource may not be available to deliver the plan.

### Recommendation

Going forward the strategic internal audit plan should be clearly mapped to the risks of the Shire, including fraud and compliance requirements and the resource to deliver the plan should be clearly identified and referenced.

### Management Action Plan

Agreed. Future proposed strategic internal audit plans will be mapped against the Shire's risks following the completion of the existing three year internal audit program and enterprise risk management review, both due by 30 June 2024.

## APPENDIX A

Documents referred to within other documents, but that do not appear to exist, are not implemented operationally or have not been updated recently.

Document	Status
Corporate Governance Framework	Last updated in March 2020
Fraud Management Framework	Last updated in 2019
Fraud & Corruption Control Plan	Last updated in 2020
Policy 4.12 Risk Management	Last updated in 2019, states that it should be updated every 2 years
Risk Management Framework and Procedures	Last updated in 2019
Fraud and Corruption Risk Assessment Worksheet	Could not be located
Fraud & Corruption Incident Register	Could not be located, though we understand there have been no reports to record within a register in the recent past
Reporting Serious and Minor Misconduct Management Procedure	Could not be located
Receiving and Conducting Investigations into Allegations of Misconduct under the Corruption and Crime Misconduct Act 2003.	Could not be located
Customer complaints policy	Has not been developed
Conflict of interest assessment guide	Could not be located
Staff conflicts register	Has not been developed
Recruitment & Selection Standards	Could not be located
Legislative Compliance Procedures	Has not been reviewed since 2018 and the related policy has been revoked
Policy 3.12 Corporate Credit Card	Last updated in 2018

# PAXON

## **SYDNEY**

Level 15, 56 Pitt Street, Sydney NSW 2000

T: +61 2 8379 6144

## **PERTH**

Level 5, 160 St Georges Terrace, Perth WA 6000

Telephone: +61 8 9476 3144

## **MELBOURNE**

Level 27, 101 Collins Street, Melbourne VIC 3000

Telephone: +61 3 9111 0046

## **ADELAIDE**

Level 30, 91 King William Street, Adelaide SA 5000

Telephone: +61 8 8113 5739

## **BRISBANE**

Level 19, 10 Eagle Street, Brisbane QLD 4000

Telephone: +61 7 3121 3240

## **DARWIN**

Level 16, 19 Smith Street The Mall, Darwin City NT 0800

Telephone: +61 8 6314 3066

**6.1.2 INTEGRITY AND CONDUCT ANNUAL COLLECTION 2022**

**Attachments:** [Appendix 1 2022 Integrity and conduct annual collection submission](#)

**Responsible Officer:** Steven Harding  
Chief Executive Officer

**Author:** Joshua Brown  
Manager Governance, Risk and Procurement

**Proposed Meeting Date:** 25 August 2022

**Location/Address:** N/A

**Name of Applicant:** N/A

**Author Disclosure of Interest:** Nil

**COMMITTEE DECISION / OFFICER'S RECOMMENDATION****Moved:** Cr McWhirter-Brooks**Seconded:** Cr Lockyer**That the Committee notes the report.****CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0****For:** Shire President, Deputy Shire President, and Councillor Lockyer**Against:** Nil

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**REPORT PURPOSE**

To provide the Committee with the details of the Shire's submission of data to the Public Sector Commission's Integrity and Conduct Annual Collection.

**BACKGROUND**

The Public Sector Commission conducts the integrity and conduct annual collection to meet its annual reporting obligations under the *Public Sector Management Act 1994*, *Public Interest Disclosure Act 2003*, and *Corruption, Crime and Misconduct Act 2003*.

The Shire is required to provide data on the activities that it has undertaken to promote integrity and manage integrity and conduct matters between 1 July 2021 and 30 June 2022.

All public sector agencies, local governments, public universities, government trading enterprises and other authorities, as well as government boards and committees as required to submit the data.

### **COMMENTS/OPTIONS/DISCUSSIONS**

The Shire's submission was lodged on 26 July 2022 before the due date of 29 July 2022. A copy of the response is attached as **Appendix 1**.

The data indicates a number of opportunities for improvement for the Shire, including:

- a review of the Integrity Strategy for WA Public Authorities 2020-23;
- enhanced employee familiarity with the Code of Conduct for Employees, and monitoring thereof;
- promoting a culture of reporting wrongdoing; and
- increasing awareness of making Public Interest Disclosures.

The Shire's Governance team will include the above improvements in its strategic program for 2022/23.

### **STATUTORY IMPLICATIONS/REQUIREMENTS**

The information is collected to assist the Public Sector Commissioner fulfil annual reporting obligations under the *Public Sector Management Act 1994*, *Public Interest Disclosure Act 2003* and the *Corruption, Crime and Misconduct Act 2003*.

### **POLICY IMPLICATIONS**

No known policy implications.

### **STRATEGIC COMMUNITY PLAN**

#### **5: Governance**

*Demonstrated accountability and corporate governance.*

G1 Provide efficient, accountable and ethical governance.

*G1.1 Enhance governance capability to deliver sustainable outcomes, roads and buildings*

### **RISK MANAGEMENT CONSIDERATIONS**

Compliance – Minor

### **FINANCIAL IMPLICATIONS**

No financial resource impact.

### **VOTING REQUIREMENTS**

Simple Majority.



Public Sector  
Commission

# Integrity and conduct annual collection



**Thank you** for completing the integrity and conduct annual collection for 2022. Below you can view and download a copy of your responses.

Over the next few weeks we will be validating the information provided, and we will be in touch if any questions arise.

Your responses are vital in building our understanding of the integrity of the Western Australian government sector.

Once you have downloaded a copy of your responses, you can close this browser. Once you close this window, you will be unable to access this PDF via this link again.

## **PUBLIC SECTOR COMMISSION**

[icreporting@psc.wa.gov.au](mailto:icreporting@psc.wa.gov.au)

Locked Bag 3002, West Perth WA 6872

[WA.gov.au](http://WA.gov.au)



*Your response has been received and saved, and you can now close this browser.*

Below is a summary of your responses

[Download PDF](#)

Welcome to the 2022 integrity and conduct annual collection for **Shire of East Pilbara**.

The collection consists of a number of questions, and your authority's responses are to be submitted through this online platform. In some cases, one authority may respond to the integrity and conduct annual collection on behalf of another authority or authorities.

The deadline for your submission is **5.00 pm on Friday 29 July 2022**.

If you require clarification on an issue not included in the guidance notes located at the bottom of the page, or if you experience any technical issues, please email [icreporting@psc.wa.gov.au](mailto:icreporting@psc.wa.gov.au).

**Integrity Strategy for WA Public Authorities 2020-2023**

1. In December 2019 the Commission released the [Integrity Strategy for WA Public Authorities 2020-2023](#). Has the strategy informed your authority's approach to managing or improving integrity in the last 12 months?

- ☐ Yes, the strategy has informed significant changes to our approach
- ☐ Yes, the strategy has informed moderate changes to our approach
- ☐ Yes, the strategy has informed minor changes to our approach
- ☐ The strategy has confirmed that our approach meets or exceeds requirements
- ☐ No, the strategy informed our approach in 2019-20, and no further changes have been required
- ☒ **No (specify why)**

A review of the Shire's approach to managing or improving integrity commenced in June 2022 and is ongoing.

2. In December 2021 the Commission launched the integrity framework template and guide. Have you used these resources since their release?

- ☐ Yes, we have used these resources to commence developing an integrity framework
- ☐ Yes, we have used these resources to develop and implement an integrity framework
- ☐ Yes, we have used these resources to strengthen an existing integrity framework
- ☒ **No, we have not used these resources (specify why)**

A review of the Shire's approach to managing or improving integrity commenced in June 2022 and is ongoing.

3. In the last 12 months, which of the following approaches has your authority used to assess its integrity environment? *(select all that apply)*

- ☐ Evaluated the integrity environment internally using the [Integrity Snapshot Tool](#) (released with the strategy)
- ☒ **Evaluated the integrity environment using the services of an external consultant**
- ☒ **Evaluated policies, procedures and systems in line with the recommendations of WA integrity agencies (e.g. Public Sector Commission, Corruption and Crime Commission, Office of the Auditor General)**
- ☐ Conducted a staff perception survey including questions on integrity and ethics



- ☐ Conducted a broader satisfaction or perception survey (e.g. to customers, suppliers, contractors) including questions on integrity and ethics
- ☐ Assessed completion rates of training and information sessions related to integrity
- ☐ Assessed knowledge gained or skills developed as a result of training and information sessions related to integrity
- ☐ Evaluated how integrity matters are addressed and resolved (e.g. quality of and time taken to complete discipline processes, investigations)
- ☐ Reviewed completed actions resulting from reviews and internal and external audits
- ☐ Other  
(describe)
- ☐ None of the above – we have not assessed the integrity environment in the last 12 months

## Codes of conduct and integrity training

### 6. Does your authority have a code of conduct?

- ☒ Yes
- ☐ No
- ☐ Other  
(specify)

### 8. Which measures did your authority have in place in the last 12 months to ensure all employees are familiar with your code of conduct (code)? *(select all that apply)*

- ☒ The code's requirements are covered in induction programs for new employees
- ☒ Accountable and Ethical Decision Making training is provided to all new employees
- ☒ Accountable and Ethical Decision Making refresher training is provided to employees throughout their tenure
- ☐ Employees acknowledge in writing that they have read, understand and commit to the code
- ☐ The code's requirements are reinforced in performance management meetings
- ☐ Information sessions are held about the code or that refer to the code
- ☐ Information about the code is included in staff newsletters or bulletins
- ☐ Information is provided to managers and leaders about their role in upholding the code

code

☒ **The requirement to comply with the code is included in job descriptions**

☐ The code is promoted on the authority's intranet

☐ Other (specify)

☐ None of the above

**9. Which approaches has your authority used in the last 12 months to monitor compliance with your code of conduct? (select all that apply)**

☐ Internal reviews or audits (e.g. audits of procurement decisions, gifts and benefits registers, conflict of interest declarations)

☐ External reviews or audits

☐ General staff survey feedback

☐ Exit interview/survey feedback

☐ Employee consultative committees

☐ Analysis of external complaints or reports of integrity issues

☐ Analysis of internal staff reports of integrity issues

☐ Leadership team monitoring compliance (e.g. integrity and conduct matters are a standing item on the leadership team's meeting agenda)

☐ Other (specify)

☒ **None of the above**

## Reporting conduct

**11. In the last 12 months, which measures did your authority have in place to encourage employees to report unethical conduct, including any behaviour considered to be a breach of the code? (select all that apply)**

☒ **The way to report unethical conduct is published in the code or policy**

☒ **The option for a person to report anonymously is provided for in the code or policy**

- ☒ **The code or policy states that victimisation of employees reporting unethical conduct is not tolerated**
- ☐ The chief executive regularly publicises their commitment to speaking up and reporting unethical conduct
- ☐ The authority communicates to employees (e.g. via newsletters, emails) about how to report unethical conduct
- ☐ Managers are trained in how to deal with reports of unethical conduct
- ☒ **Contact names for reporting unethical conduct are accessible to employees**
- ☐ A confidential phone or email service is available to report unethical conduct
- ☒ **Public interest disclosure procedures are accessible to all employees**
- ☐ Information about external reporting avenues (e.g. Corruption and Crime Commission, Public Sector Commission) is included in the code or policy
- ☐ Other (specify)
- ☐ None of the above

**12. How does your authority advise its contractors and suppliers about the ethical conduct requirements for your employees and how they can report any concerns? (select all that apply)**

- ☐ Direct engagement such as induction, feedback surveys or interviews
- ☐ Promotional material such as posters or notices in public areas
- ☐ Formal documentation such as contracts, tenders or service agreements
- ☐ Informal, ad hoc measures or word of mouth
- ☒ **Currently under consideration**
- ☐ Other (specify)
- ☐ None of the above

13. Between 1 July 2021 and 30 June 2022, did your authority manage any conduct matters that could constitute suspected **minor misconduct** under section 4 of the **Corruption, Crime and Misconduct Act 2003**?

- ☒ Yes, our authority managed suspected minor misconduct matters
- ☐ No reasonable suspicions of minor misconduct were formed

14. Between 1 July 2021 and 30 June 2022 when managing conduct matters that could constitute suspected minor misconduct under section 4 of the **Corruption, Crime and Misconduct Act 2003**, at what stage did your authority notify the Public Sector Commission?

When notification occurred	Estimated %
Prior to investigation and as soon as the matter was reported	<input type="text" value="100"/> %
Prior to investigation and during or after a preliminary assessment of the matter reported	<input type="text" value="0"/> %
Prior to a final decision and during or after investigation	<input type="text" value="0"/> %
After a final decision	<input type="text" value="0"/> %
No notification was made	<input type="text" value="0"/> %
A different point in the process - Describe the point in the process at which the suspected minor misconduct matters were notified to the Public Sector Commission. <input type="text"/>	<input type="text" value="0"/> %
Not applicable - matter was referred to authority by the Public Sector Commission	<input type="text" value="0"/> %
Total	<input type="text" value="100"/> %

## Discipline processes

15. How many discipline processes were commenced in your authority between 1 July 2021 and 30 June 2022? (if none, enter '0')

Total number of discipline processes commenced

16. How many discipline processes were discontinued between 1 July 2021 and 30 June 2022?(if none, enter '0')

Total number of discipline processes

discontinued

0

**18. How many discipline processes were completed in your authority between 1 July 2021 and 30 June 2022? (if none, enter '0')**

Total number of discipline processes completed

0

## Public Interest Disclosure (PID)

**23. Has your authority designated at least one public interest disclosure (PID) officer to receive public interest disclosures (section 23(1)(a) of the PID Act)?**

☒ Yes

☐ No

**24. Has your authority published internal procedures relating to the authority's obligations under the PID Act (section 23(1)(e))?**

☒ Yes

☐ No

**25. Are your authority's procedures consistent with the guidelines issued by the Public Sector Commission (section 23(2) of the PID Act)?**

☒ Yes

☐ No

**26. Between 1 July 2021 and 30 June 2022, was your authority found to be non-compliant with the PID Act or PID Officer's Code of Conduct and Integrity (code)?**

☒ No

☐ Yes - Provide further information, including which section of the PID Act or code the non-compliance related to, who made the finding of non-compliance and any sanctions that were imposed as a result.

**27. How many public interest disclosures were lodged with your authority between 1 July 2021 and 30 June 2022? (if none, enter '0')**

Total number of public interest disclosures received

0

## Grievance management

**31. How many grievances did your authority formally address and complete between 1 July 2021 and 30 June 2022? (if none, enter '0')**

Total number of grievances formally addressed and completed

4

## Submitting your response

### Officer completing the collection

Name

Joshua Brown

Position

Manager Governance, Risk and Procurement

Email

[REDACTED]

Telephone

[REDACTED]

## Authorisation

If you wish to review your responses and data before submitting, use the table of contents menu. If you click **Submit** and proceed to the next page, you willnot be able to go back and edit your responses.

By clicking the **Submit** button and finalising your submission, you are confirming the data is current and accurate, and that your responses have been approved by the head of your authority.

Once you click the **Submit** button you will be taken to a summary of your finalised responses and will be able to download a PDF version. It is strongly recommended that you download a PDF of your responses and file it for record keeping purposes.

### Guidance Notes

If you have any queries please email [icreporting@psc.wa.gov.au](mailto:icreporting@psc.wa.gov.au).

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**6.1.3 DISABILITY ACCESS AND INCLUSION PLAN PROGRESS REPORT  
2021/22**

**Attachments:** [Appendix 1 DAIP 2021 2022 Progress Report](#)  
**Responsible Officer:** Steven Harding  
Chief Executive Officer  
**Author:** Joshua Brown  
Manager Governance, Risk and Procurement  
**Location/Address:** N/A  
**Name of Applicant:** N/A  
**Author Disclosure of Interest:** Nil

**COMMITTEE DECISION / OFFICER'S RECOMMENDATION**

**Moved:** Cr Lockyer  
**Seconded:** Cr McWhirter-Brooks

**That the Committee notes the report.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, and Councillor Lockyer  
**Against:** Nil

---

**REPORT PURPOSE**

To provide the Committee with the details of the Shire's Disability Access and Inclusion Plan (DAIP) submission to the WA Department of Communities.

**BACKGROUND**

The *Disability Services Act 1993* ("the Act") requires all WA local governments to develop a Disability Access and Inclusion Plan (DAIP).

DAIPs assist local governments plan and implement improvements to access and inclusion across seven outcome areas, in regards to services and events, buildings and facilities, information, quality of service, complaints, consultation processes and employment. These plans benefit people with disability, the elderly, young parents and people from culturally and linguistically diverse backgrounds.

Under the Act, the Minister for Disability Services is required to table a report in Parliament each year on the progress of Disability Access and Inclusion Plans (DAIPs) in Western Australia.

DAIP Progress Reports are a useful resource to understand current trends in access and inclusion and examples of best practice.

**COMMENTS/OPTIONS/DISCUSSIONS**

The Shire's DAIP Progress Report as submitted to the Department of Communities is attached as Appendix 1 to this report.

**STATUTORY IMPLICATIONS/REQUIREMENTS**

Consistent with s.29 of the *Disability Services Act 1993* and reg.8 of the *Disability Services Regulations 2004*.

**POLICY IMPLICATIONS**

Consistent with the Shire's Disability Access and Inclusion Plan.

**STRATEGIC COMMUNITY PLAN****2: Social***Social*

- S1 Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life.
- *S1.3 Advocacy and partnerships for addressing issues impacting safety of communities, and improving information sharing and coordination.*

**RISK MANAGEMENT CONSIDERATIONS**

Compliance – Minor.

**FINANCIAL IMPLICATIONS**

No financial resource impact.

**VOTING REQUIREMENTS**

Simple Majority.





# **Disability Access and Inclusion Plan (DAIP) Progress Report 2021/2022 Shire of East Pilbara**

[A Western Australia for Everyone: State Disability Strategy 2020-2030](#) (the Strategy) sets the foundation for building a more inclusive Western Australia. The Strategy intends to protect, uphold and advance the rights of people with disability living in Western Australia. The vision of the Strategy is that people with disability, and those who share their lives, are engaged and feel empowered to live as they choose in a community where everyone belongs.

The Strategy references the role of Disability Access and Inclusion Plans (DAIPs) as an important way of ensuring that public authorities continue to improve access and inclusion outcomes for people with disability.

Collecting information about the effectiveness of DAIPs through a Progress Report is a requirement of the [Disability Services Act 1993](#). The information will be used by the Minister for Disability Services to report to the Western Australian Parliament in by December 2022.

DAIP progress report due date is **Friday 29 July 2022**.

To send completed Progress Reports, or for enquiries, email:  
[statedisabilitystrategy@communities.wa.gov.au](mailto:statedisabilitystrategy@communities.wa.gov.au)

## Reporting guidelines

- You need to answer all questions.
- Submit a Word version of your report to [statedisabilitystrategy@communities.wa.gov.au](mailto:statedisabilitystrategy@communities.wa.gov.au)
- An activity is an action or initiative which advanced your DAIP strategies over the reporting period. In most cases, activities will have been completed within the reporting period. Where ongoing key actions or established practices have significantly progressed, you may consider these relevant to your report.
- Detail as many activities as you consider appropriate. The description of an activity should include:
  - Why the activity was implemented.
  - What was done.
  - The outcome or impact of the activity, and any learnings associated with the activity.
  - Where possible, include evidence such as direct quotes or feedback, quantitative/qualitative data and photos or other imagery. Permission from individuals featured in photos should be sought and made available upon request.
- Key areas of interest for the 2021/2022 Reporting period include:
  - Disability employment - In particular, any available data about the number of people with disability employed in your organisation, and where activities have increased the rate of employment under DAIP Outcome 7.
  - How the influence of your DAIP extends outside your organisation- For example activities led by agents or contractors of your organisation, or by other external parties. Please include such activities in the most appropriate outcome area.
  - Examples of innovation - Where you have adopted new approaches or techniques to enhance or safeguard access and inclusion or improved the capacity to implement and evaluate DAIP activities.

# Progress Report 2021/2022

## Your details

**Name of public authority:** Shire of East Pilbara

**Name of contact person:** Eric Plet Director Community Services

**Phone number:** 91758000

**Email:** [eplet@eastpilabara.wa.gov.au](mailto:eplet@eastpilabara.wa.gov.au)

## 1. General services and events

**DAIP Outcome 1: People with disability have the same opportunities as other people to access the services of, and any events organised by, a public authority.**

This outcome area is about enhancing or ensuring that all people can access your organisations public events and general services.

In 2021/22 The Shire of East Pilbara has continued to implement services, programs and opportunities for the whole of community and whole of lifespan across the local government area. The Shire of East Pilbara has rolled out the Strategic Community Plan which embeds accessibility, inclusivity and liveability of the community. The Strategic Community Plan emphasises the availability of healthy lifestyle opportunities and programs for all members of the community which include accessible recreation programs and facilities in all three towns as well as accessible aquatics and aqua-aerobics; a low impact fitness program suitable for a broad range of mobility abilities. Planning for the inclusion of persons with a disability is included in event planning checklists used by Staff organising Shire events.

In 2021/22 the Shire continue to make progress with the 2020-25 Access and Inclusion Plan which is aligned to the Disability Access and Inclusion Plan and sets forth both strategies, actions and assigns responsibility within the organisation for activities to increase access and inclusion.

This extends to applications for Community Assistance Grants which include a question on accessibility and inclusion.

The Shire of East Pilbara continues to work with TransWA to provide discounted fares and concession prices for the Remote Public Transportation Bus. This will make fares more affordable for passengers travelling between the towns, allowing easier access to medical services and food.

The Shire of East Pilbara Libraries continue to offer materials in a variety of different formats including audio visual and large print.

## 2. Buildings and facilities

**DAIP Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of a public authority.**

This outcome area is about enhancing or ensuring accessibility in the planning, design, and improvement of built infrastructure.

Accessibility and inclusion is a feature of all Shire planning and design for new facilities including the Proposed Youth and Community Hub in Newman which will be designed from the ground up to be accessible and inclusive. This will add to the already accessible Shire of East Pilbara other facilities in Newman and in both Marble Bar and Nullagine.

Shire administration buildings are accessible with ramps and handrails provided in both Newman and Marble Bar. The Marble Bar Civic Centre and Gallop Hall in Nullagine are also accessible and include a wheelchair accessible bathroom. Newman Airport is wheelchair accessible throughout the terminal and on the tarmac and in baggage claim.

A detailed accessibility plan for Marble Bar and Nullagine is available in line with the Shire of East Pilbara Access and Inclusion Plan. A comprehensive assessment of facilities has been undertaken and rectifications and adjustments are being proposed in 22/23 financial year. The Shire has also proposed a footpath renewal program to increase accessibility of footpaths throughout the Shire. As of 22/23 the Shire of East Pilbara is advocating to the State Government of Western Australia for additional funding to upgrade accessibility especially to key community buildings owned by the state and operated by the Shire such as the Marble Bar Pool.

## 3. Information and Communication

**DAIP Outcome 3: People with disability receive information from a public authority in a format that will enable them to access the information as readily as other people are able to access it.**

This outcome area is about enhancing and ensuring that information and communications are inclusive and accessible.

Following on from the popular installation of Communication Boards in local parks in Newman, Nullagine and Marble Bar the Shire of East Pilbara broadened these out and placed them at the Newman and Marble Bar Aquatic Centres. The communication boards have pictures with associated words to support children, young people and community member to enhance communication in an accessible and inclusive manner. These communication boards are ideal for people who struggle to communicate using speech and have benefited from the picture support system.

The Shire continues to emphasise accessibility in its facilities and in public spaces which it maintains. The Shire administration buildings are accessible to a broad range of mobility abilities and the Shire of East Pilbara website has toggle options to change the font size and colour scheme of information displayed on the website. Accessibility and inclusion forms a part of planning for Shire of East Pilbara events and facilities are chosen for maximum inclusivity. The Shire has updated its website, where possible to align with the “Web Content Accessibility Guidelines”.

## 4. Quality of service

**DAIP Outcome 4: People with disability receive the same level and quality of service from the staff of a public authority as other people receive from the staff of that public authority.**

This outcome area is about enhancing and ensuring that the quality and range of your services and processes are consistent, inclusive, or readily adjust to people’s needs.

All Shire of East Pilbara staff are recruited on the basis of outstanding communication and experience in working with diverse and differently abled peoples. Selection criteria to this effect is included in all recruitment at the Shire. The Shire of East Pilbara is rolling out training and professional development for staff to enhance their ability to serve diverse populations. The Strategic Community Plan emphasises whole of community and whole of lifespan.

Mental Health first aider training has been provided to staff, particularly in the Community and Youth Services area of the Shire in order to better assist members of the community who are vulnerable and may present with mental health or substance related challenges.

## 5. Complaints and safeguarding

**DAIP Outcome 5: People with disability have the same opportunities as other people to make complaints to a public authority.**

This outcome area is about enhancing and ensuring that complaints mechanisms effectively receive and address complaints from any members of the community, staff or customers.

Complaints and grievances to the Shire can be made via email. Phone calls, through written form or in person. The Shire of East Pilbara is currently reviewing the timelines to process complaints and grievances to ensure satisfactory wait time before resolution.

## 6. Consultation and engagement

**DAIP Outcome 6: People with disability have the same opportunities as other people to participate in any public consultation by a public authority.**

This outcome is about enhancing and ensuring consultation and engagement strategies consider the ways in which all people can participate to inform information, strategies, or decision-making processes of an organisation.

The Shire of East Pilbara consulted with representatives from all sectors of the community and from service providers and advocates in the creation of our Strategic Community plan. These consultations were free, publically advertised and held in accessible venues.

## 7. Employment, people, and culture

**DAIP Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment with a public authority.**

This outcome is about your organisation's activity in directly employing people with disability; and enhancing the recruitment and maintenance of the employment of people with disability.

The Shire of East Pilbara provides reasonable adjustment to working environments which are assessed by the Manager of People and Culture. A medical assessment is conducted of new Shire employees to determine what, if any, reasonable adjustments and accommodations need to be made. The Shire does not require disclosure of disability at the recruitment stage except for any assistance which may be required and for statistical information gathering. All advertisements clearly state that the Shire is an equal opportunity workforce.

Currently the Shire of East Pilbara officially has a zero (0%) self-identifying recruitment outcome, however the Shire leadership understands anecdotally that there are persons with varying types of disability who have chosen not to self-declare or identify. The Shire of East Pilbara in 21/22 rebranded the "Human Resources" Department to be "People and Culture" to put more emphasis on the workforce culture including exploring ways to ensure members of the workforce are comfortable to identify as a person with a disability if they choose to. The Shire of East Pilbara has considered undertaking innovative and inclusive employment opportunities for persons with disabilities which were postponed due to COVID but will be an area of innovation for a new incoming, Manager of People and Culture.

## General feedback

If you have anything else you wish to share about your organisation's experiences, please include below:

NIL

**6.1.4 FREEDOM OF INFORMATION ACT STATISTICS 2021/22**

**Attachments:** [FOI Act Annual Statistical Return 2021 22](#)  
**Responsible Officer:** Steven Harding  
Chief Executive Officer  
**Author:** Joshua Brown  
Freedom of Information Coordinator  
Manager Governance, Risk and Procurement  
**Location/Address:** N/A  
**Name of Applicant:** N/A  
**Author Disclosure of Interest:** Nil

**COMMITTEE DECISION / OFFICER'S RECOMMENDATION****Moved:** Cr McWhirter-Brooks**Seconded:** Cr Lockyer**That the Committee notes the report.****CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0****For:** Shire President, Deputy Shire President, and Councillor Lockyer**Against:** Nil

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**REPORT PURPOSE**

To provide the Committee with the details of the Shire's submission of data to the Public Sector Commission's Integrity and Conduct Annual Collection.

**BACKGROUND**

Freedom of Information gives the public a right to access government documents, subject to some limitations. In Western Australia, under the *Freedom of Information Act 1992* ("the FOI Act"), the right applies to documents held by most State government agencies, including local governments.

Documents accessible under the FOI Act include paper records, plans and drawings, photographs, tape recordings, films, videotapes or information stored in a computerised form.

Agencies are required to assist applicants to obtain access to documents at the lowest reasonable cost.

Each agency is required to provide annual statistics on its activities under the FOI Act.



**COMMENTS/OPTIONS/DISCUSSIONS**

The Shire's annual statistics under the FOI Act as submitted to the Office of the Information Commissioner is attached as Appendix 1 to this report.

**STATUTORY IMPLICATIONS/REQUIREMENTS**

Consistent with s.111 of the *Freedom of Information Act 1992*.

**POLICY IMPLICATIONS**

No known policy implications.

**STRATEGIC COMMUNITY PLAN**

**5: Governance**

*Governance*

- G1 *Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources.*
- G1.1 *Continued focus on good governance, transparency and community and stakeholder engagement in significant decisions, including place-based plans.*

**RISK MANAGEMENT CONSIDERATIONS**

Compliance – Minor

**FINANCIAL IMPLICATIONS**

No financial resource impact.

**VOTING REQUIREMENTS**

Simple Majority.

# FOI Annual Statistical Return - 1 July 2021 to 30 June 2022

Survey Status: Submitted to OIC

## PART A - AGENCY IDENTIFICATION

**Is your agency name correct?**

- Yes

**Contact Officer:** Joshua Brown

**Phone No:** 0498467447

*Please include area code for land lines (no brackets or spaces)*

**Email:** mg@eastpilbara.wa.gov.au

**Is this response for a Minister's office?**

- No

**Is this a Nil Return?**

- No

## PART B - ACCESS APPLICATIONS (section 111(2)(a))

**1. Number of valid access applications your agency received and were subsequently transferred in full to another agency**

0

**2. Total new valid access applications received** (not including those transferred in full to another agency)

3

**3. Of the total new valid access applications received, how many were for:**

a. Personal Information 0

b. Non-Personal Information 3

## PART C - OUTCOME OF ACCESS APPLICATIONS (section 111(2)(b))

### 4. Total access applications finalised in this period

3

### 5. For the total number of applications finalised indicate the outcome

	Personal	Non-Personal	Total for Outcome
a) Access <b>in full</b> to <b>all</b> requested documents	0 +	2 =	2
b) Edited access	0 +	0 =	0
c) Access deferred	0 +	0 =	0
d) Access in a manner referred to in section 28	0 +	0 =	0
e) Access <b>refused</b> under section 26	0 +	0 =	0
f) Refused to deal with application under section 20* <i>*Response required</i>	0 +	0 =	0
g) Access <b>refused</b> to <b>all requested documents</b> <i>(Do not include matters included in (e) and (f))</i>	0 +	0 =	0
h) Withdrawn by the applicant	0 +	1 =	1
<b>TOTALS</b>	0 +	3 =	3

### 6. How many applications are on hand and not yet finalised

0

### 7. Please identify the number of applications dealt with by your agency that were not completed within the permitted period as defined in section 13(3) of the FOI Act

0

## PART D - EXEMPTIONS CITED (section 111(2)(c))

### 8. Have you claimed an exemption under the FOI Act in any of the access applications you have finalised during the reporting period?

- No

## PART E - INTERNAL REVIEW (section 111(2)(d))

### 9. Number of applications for internal review of access application decisions received

0

### 10. For the applications dealt with (decided) indicate the outcome :

a) Decisions confirmed [ No Response ]

b) Decisions varied [ No Response ]

c) Decisions reversed [ No Response ]

d) Withdrawn [ No Response ]

**TOTAL 0**

## PART F - AMENDMENT OF PERSONAL INFORMATION APPLICATIONS (section 111(2)(e)-(f))

### 11. Number of new applications received for amendment of personal information

0

### 12. For the applications for amendment dealt with indicate the outcome :

a) Amended fully in accordance with application [ No Response ]

b) Not amended [ No Response ]

c) Amended but not exactly as requested [ No Response ]

d) Withdrawn [ No Response ]

**TOTAL 0**

## PART G – INTERNAL REVIEW RE AMENDMENT OF PERSONAL INFORMATION APPLICATIONS (section 111(2)(g))

### 13. Number of applications for internal review of a decision about amendment of personal information

0

**14. For the total number of internal reviews finalised, indicate the outcome :**

a) Decisions confirmed [ No Response ]

b) Decisions varied [ No Response ]

c) Decisions reversed [ No Response ]

d) Withdrawn [ No Response ]

**TOTAL 0**

## **PART H - FEES AND CHARGES**

**15. Total amount of application fees collected**

\$ 90

**16. Total amount of charges collected**

\$ 0

**17. Total amount by which charges were reduced or waived**

\$ 0

**18. How many applicants were granted a reduction or waiver of charges for each category?**

Impecunious 0

Pensioner 0

Other 0

## **PART I - OTHER INFORMATION**

**19. Average days to deal with each access application**

*Your response will be automatically rounded up to the nearest whole number*

44

**20. Number of requests by Members of Parliament (if known)**

0

**21. Number of requests from the media (if known)**

0

## PART J - ADVICE AND AWARENESS SERVICES

### Key Performance Indicator

Advice and Awareness services provided by the OIC includes:

- responding to enquiries
- online training modules
- agency specific briefings
- panel sessions, talks or other events
- reference materials and the OIC website

**22. Please indicate whether you are satisfied with the Advice and Awareness services. This feedback forms part of the OIC's key performance indicators.**

*Select 'N/A' if there has been no contact or use of services.*

- N/A

**Comments regarding your experience with the Advice and Awareness services are welcome:**

[ No Response ]

### Feedback

If there are any other materials, publications or training services that you feel would assist your agency manage their FOI responsibilities, or you have any other feedback on the Advice and Awareness service, please let us know in the comment box below.

**Comments:**

[ No Response ]

## PART K - INFORMATION STATEMENTS (sections 94-97)

**23. Have you published an up-to-date information statement in the past 12 months?**

- Yes

**24. Has a copy or web-link been provided to the Information Commissioner?**

- No

**25. In what form is the Information Statement published?**

- Electronic

**What is the web address of the electronic form?**

<https://www.eastpilbara.wa.gov.au/documents/358/freedom-of-information-statement-2021>

## AGENCY AUTHORITY SIGN OFF

**Prior to Submitting, please ensure you have reviewed all responses.**

A record of the information provided can be accessed via the [SUMMARY VIEW](#), or alternatively, you can [DOWNLOAD RESPONSES AS PDF](#)

- ***I warrant that I am duly authorised to submit this information on behalf of the Agency and that the information provided is true and correct***

**Name of authorised**

**officer:** Joshua Brown

**Phone number of**

**authorised officer:** 0498467447

*Please include area code for land lines (no brackets or spaces)*

**Email address of**

**authorised officer:** mg@eastpilbara.wa.gov.au

**7 CONFIDENTIAL MATTERS BEHIND CLOSED DOORS****COMMITTEE DECISION****Moved:** Cr McWhirter-Brooks**Seconded:** Cr Lockyer

**That the meeting be closed to the public in accordance with section 5.23{2} of the *Local Government Act 1995*.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, Councillor Lockyer**Against:** Nil**7.1.1 SHIRE DEBT****Responsible Officer:****Steven Harding****Chief Executive Officer****Author:****Steve Leeson****Director Corporate Services****Proposed Meeting Date:****26 August 2022****COMMITTEE DECISION / OFLOCKFICER'S RECOMMENDATION****Moved:** Cr Lockyer**Seconded:** Cr McWhirter-Brooks

**That the Audit Risk and Governance Committee recommends that Council:**

- 1. Receives the report on Shire debt; and**
- 2. Notes the commencement of legal recovery proceedings**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, and Councillor Lockyer**Against:** Nil

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**REASONS FOR CONFIDENTIALITY**

**That in accordance with section 5.23 (2) of the *Local Government Act 1995* the meeting is closed to members of the public with the following aspect(s) of the Act being applicable to this matter:**

- (b) The personal affairs of any person.**



### 7.1.2 BACK RATING

Responsible Officer: Steven Harding  
Chief Executive Officer  
Author: Steve Leeson  
Director Corporate Services  
Proposed Meeting Date: 25 August 2022

#### COMMITTEE DECISION / OFFICER'S RECOMMENDATION

Moved: Cr McWhirter-Brooks

Seconded: Cr Lockyer

That the Audit Risk and Governance Committee recommends that Council

1. Receives the report on back rating, and
2. Endorses the back rating adjustments of the subject properties within table 1 of the report.

CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0

For: Shire President, Deputy Shire President, and Councillor Lockyer  
Against: Nil

#### REASONS FOR CONFIDENTIALITY

That in accordance with section 5.23 (2) of the *Local Government Act 1995* the meeting is closed to members of the public with the following aspect(s) of the Act being applicable to this matter:

- (b) The personal affairs of any person.

**COMMITTEE DECISION**

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Lockyer

**That the meeting return to Open Committee in accordance with 5.23{2} of the Local Government Act 1995 at 4.23pm.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 3/0**

**For:** Shire President, Deputy Shire President, Councillor Lockyer

**Against:** Nil

**8 DATE OF NEXT MEETING**

The next Meeting of the Audit, Risk and Governance Committee meeting date to be advised.

**9 CLOSURE**

The Audit Risk and Governance Committee Meeting of Council on 25 August 2022 was declared closed by the Presiding Member at 4.23pm.

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

Nil

**13 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN**

Nil

**14 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY A DECISION OF COUNCIL**

**COUNCIL DECISION**

(Resolution No: 2022/ 99)

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Anick

**That Council accepts the following late item as new business for consideration:**

**14.1 South Ward Vacancy**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE: 8/0**

**For:** Shire President, Deputy Shire President, Crs Anick, Baer, Coppin, Landy, Lockyer, Kular

**Against:** Nil

**14.1 LATE ITEM – SOUTH WARD VACANCY**

**Attachments:** [Appendix 1 WA Electoral Commissioner Shire of East Pilbara South Ward Vacancy](#)

**Responsible Officer:** Steven Harding  
Chief Executive Officer

**Author:** Joshua Brown  
Manager Governance, Risk and Procurement

**Proposed Meeting Date:** 26 August 2022

**Location/Address:** N/A

**Name of Applicant:** N/A

**Author Disclosure of Interest:** Nil

**COUNCIL DECISION**

(Resolution No: 2022/100)

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Anick

**That Council:**

1. Pursuant to section 4.17(3) of the *Local Government Act 1995*, allows the vacancy in the office of councillor for South Ward to remain unfilled and, subject to section 4.17(4), the term of Councillor Grace is to be regarded as ending on the day on which it would have ended if the vacancy had not occurred; and
2. With respect to (1), notes that the Electoral Commissioner has approved the deferral of an election for the vacancy in accordance with section 4.17(3).

**CARRIED BY AN ABSOLUTE MAJORITY  
RECORD OF VOTE: 6/2**

For: Shire President, Deputy Shire President, Crs Anick, Baer, Coppin, Landy, Kular

Against: Crs Lockyer, Baer

**CARRIED BY AN ABSOLUTE MAJORITY**

**During debate, Cr Lou Lockyer foreshadowed the following motion:**

**That Council:**

1. Fixes Friday, 2 December 2022 as the date for the conduct of an extraordinary election to fill the vacancy in South Ward, following the death of former Councillor Anita Grace.
2. Declares, in accordance with section 4.20(4) of the *Local Government Act 1995*, the Electoral Commissioner to be responsible for the conduct of the extraordinary election on Friday, 2 December 2022.
3. Determines, in accordance with section 4.61(2) of the *Local Government Act 1995* that the method of conducting the election will be as a postal election.

**The Foreshadowed Motion lapsed as the Officer's Recommendation was  
CARRIED BY AN ABSOLUTE MAJORITY.**

## REPORT PURPOSE

For Council to consider options relating to the vacancy arising from the passing of Councillor Anita Grace.

## BACKGROUND

On 14 August 2022, Councillor Anita Grace passed away following a long illness, which creates a vacancy on the elected Council.

## COMMENTS/OPTIONS/DISCUSSIONS

The WA Electoral Commission (WAEC) has provided advice to Shire officers confirming the requirements of section 4.17(4A) of the *Local Government Act 1995* ("the Act") are met, and Council may allow Councillor Grace's seat to remain unfilled. Section 4.17(3) provides that "the term of the member who held the office is to be regarded... as ending on the day on which it would have ended if the vacancy had not occurred". In the event an intervening election is held, in accordance with section 4.17(4) of the Act, the vacancy must be filled at that time.

Section 4.17(4A) of the Act permits a seat on council to remain vacant where a ward with five (5) or more offices of councillor has at least 80 percent of the number of offices of councillor for the ward filled. In this case, South Ward has six (6) offices of councillor and five (5) councillors – that is 83.3 percent of the offices are filled.

A decision to allow a vacancy to remain unfilled requires the approval of the WA Electoral Commissioner.

Reasons Council may consider this option, include as a mark of respect for the late Councillor Grace and her twenty-six years' service; the community having recently participated in an extraordinary election; and avoiding the anticipated \$20,000 cost to ratepayers to conduct an extraordinary election.

The WA Electoral Commissioner, Robert Kennedy has provided his written approval to defer filling the vacancy until the next ordinary election. A copy of the Commissioner's letter is attached as **Appendix 1** to the report.

Should however Councillors, determine to proceed to fill the vacancy, section 4.9 of the Act, provides that a date for the extraordinary election must be fixed by the President or at a Council meeting.

That date must be determined within one month of the occurrence of the vacancy – that is by 13 September 2022 – for a date not later than four months after the vacancy occurs. Alternatively, if no decision is made, the Shire must notify the Electoral Commissioner that no date has been fixed. The Electoral Commissioner would then proceed to fix a date.

Council officers have also been liaising with the WAEC with a view to establishing the arrangements for the conduct of such an election, should it be Council's wish to fill the vacancy.

In his letter (**Appendix 1**), the Electoral Commissioner has also provided confirmation of his preparedness to be responsible for the conduct of the extraordinary election.

The WAEC has suggested Friday, 2 December 2022 as the date for the extraordinary election.

The Electoral Commissioner has provided an estimate of \$14,500 (incl GST) for the conduct of a postal election. This estimate does not include costs that would be incurred directly by the Shire for media and promotional activities, and staffing (including overtime).

Previous elections have been held as postal ballots and it is understood that postal elections generally attract a higher turnout than in-person local government elections. Participation in WA local government elections is not compulsory.

In the alternative, Council may determine to hold an in-person election, which at the time of the last extraordinary election held in June of this year, was estimated to cost in the order of \$10,000 for the use of WAEC services. Additional costs would also be incurred for Shire staff resourcing and other overheads, estimated to be as much \$6,000, which would be required to assist with the election on, and in the lead up to Election Day. An in-person election would not be recommended as voting is limited to one day, electors must attend the polling booth to vote, and it is likely to disenfranchise electors working on the day and result in lower participation in an election.

In any case, the Administration recommends deferring an election to fill the vacancy left by the passing of Councillor Grace to the next ordinary election.

#### **STATUTORY IMPLICATIONS/REQUIREMENTS**

Consistent with section 4.17 of the *Local Government Act 1995*.

#### **POLICY IMPLICATIONS**

No existing policy implications.

#### **STRATEGIC COMMUNITY PLAN**

##### **5: Governance**

Governance

G1 Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources.

G1.1 Continued focus on good governance, transparency and community and stakeholder engagement in significant decisions, including place-based plans.

#### **RISK MANAGEMENT CONSIDERATIONS**

Compliance – Low.

#### **FINANCIAL IMPLICATIONS**

No additional budget resources are required. Should Council determine to proceed with an extraordinary election, the existing budget allocation would be expected to be sufficient to cover those costs.

#### **VOTING REQUIREMENTS**

Absolute Majority.



LGE 282

Mr Steven Harding  
Chief Executive Officer  
Shire of East Pilbara  
PMB Box 22  
NEWMAN WA 6753

Dear Mr Harding

## **Councillor vacancy**

I refer to a phone call from your Governance Manager, Mr Joshua Brown on 16 August 2022 advising of the passing of Councillor Grace creating a vacancy in the South Ward. During this call it was advised that the Council wanted to look at two options of either allowing the vacancy to remain unfilled or conduct an extraordinary election for the Shire of East Pilbara as a postal election.

If council wishes to have the vacancy remain unfilled, approval is given under section 4.17(4A) of the Local Government Act 1995 to defer filling this vacancy until the next ordinary local government elections.

The estimated cost to conduct the extraordinary election would be \$14,000 including GST which has been based on the following assumptions:

- 2,516 electors;
- response rate of approximately 30%;
- appointment of a local Returning Officer and
- count to be conducted in Newman.

Costs not incorporated in this estimate include:

- non-statutory advertising (i.e. additional advertisements in community newspapers and promotional advertising);
- any legal expenses other than those that are determined to be borne by the Western Australian Electoral Commission in a Court of Disputed Returns; and
- one local government staff member to work in the polling place on election day.

The Commission is required by the *Local Government Act 1995* to conduct local government elections on a full cost recovery basis. Please note that this is an estimate only and may vary depending on a range of factors including the cost of materials or number of replies received. The basis for our charges is all materials at cost and a margin on staff time only.

In accordance with section 4.20(4) of the *Local Government Act 1995*, I agree to be responsible for the conduct of the extraordinary election for the Shire of East Pilbara if required, on a date to be set by Council.

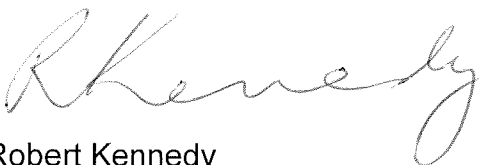
If the Shire of East Pilbara wishes to have an extraordinary election conducted as a postal election to fill the vacancy, Council will now need to pass the following two motions by absolute majority:

1. declare, in accordance with section 4.20(4) of the *Local Government Act 1995*, the Electoral Commissioner to be responsible for the conduct of the extraordinary election; and
2. decide, in accordance with section 4.61(2) of the *Local Government Act 1995* that the method of conducting the extraordinary election will be as a postal election.

An election schedule is enclosed for Friday 2 December 2022, which is a date that has been suggested for the election.

If you have any further queries please contact Kay Heron Manager Election Events on 9214 0430.

Yours sincerely



Robert Kennedy  
**ELECTORAL COMMISSIONER**

22 August 2022

Enc.





## ELECTION TIMETABLE

### Local Government Extraordinary Election

	Days to Polling Day	Local Government Act	References to Act/Regs	Day	Date
	80	Last day for agreement of Electoral Commissioner to conduct postal election.	LGA 4.20 (2)(3)(4)	Tue	13/09/2022
	80	A decision made to conduct the election as a postal election cannot be rescinded after the 80th day.	LGA 4.61(5)	Tue	13/09/2022
	70	Electoral Commissioner to appoint a person to be the Returning Officer of the Local Government for the election.	LGA 4.20 (4)	Fri	23/09/2022
	70 to 56	Between the 70th/56th day the CEO is to give Statewide public notice of the time and date of close of enrolments. <b>Preferred date Wednesday 28 September 2022</b>	LGA 4.39(2)	Fri to Fri	23/09/2022 to 7/10/2022
	56	Last day for for the CEO to advise the Electoral Commissioner of the need to prepare a residents roll.	LGA 4.40(1)		7/10/2022
	56	Advertising may begin for nominations from 56 days and no later than 45 days before election day. <b>Preferred date Wednesday 12 October 2022</b>	LGA 4.47(1)	Fri	7/10/2022
<b>Roll Close</b>	50	Close roll 5.00 pm	LGA 4.39(1)	Thu	13/10/2022
	45	Last day for advertisement to be placed calling for nominations.	LGA 4.47(1)	Tue	18/10/2022
<b>Nominations Open</b>	44	<b>Nominations Open</b> First day for candidates to lodge completed nomination paper, in the prescribed form, with the Returning Officer. Nominations period is open for 8 days.	LGA 4.49(a)	Wed	19/10/2022
	38	If a candidate's nomination is withdrawn not later than 4.00 pm on the 38th day before election day, the candidate's deposit is to be refunded.	Reg. 27(5)	Tue	25/10/2022
<b>Nominations Close</b>	37	<b>Close of Nominations</b> 4.00 pm on the 37th day before election day.	LGA 4.49(a)	Wed	26/10/2022
	36	Last day for the CEO to prepare & certify an owners & occupiers roll for the election. Last day for the Electoral Commissioner to prepare & certify a residents roll.	LGA 4.41(1) LGA 4.40(2)	Thu	27/10/2022
	29	Lodgement of election packages with Australia Post. Week Commencing	Approx	Thu	3/11/2022
	22	The preparation of any consolidated roll under subregulation (1) be completed on or before 22nd day before election day.	Reg. 18(2)	Thu	10/11/2022
	19	Last day for the Returning Officer to give Statewide public notice of the election. <b>Preferred date Wednesday 2 November 2022</b>	LGA 4.64(1)	Sun	13/11/2022
	4	Commence processing returned election packages	Approx	Mon	28/11/2022
<b>Election Day</b>	0	<b>Election Day</b> Close of poll 6.00 pm	LGA 4.7	Fri	2/12/2022

Post Election Day	Post Declaration	References to Act/Regs		Date
5	Election result advertisement.	LGA 4.77	Wed	7/12/2022
14	Report to Minister. The report relating to an election under section 4.79 is to be provided to the Minister within 14 days after the declaration of the result of the election.	Reg.81	Fri	16/12/2022
28	An invalidity complaint is to be made to a Court of Disputed Returns, constituted by a magistrate, but can only be made within 28 days after notice is given of the result of the election.	LGA 4.81(1)	Fri	30/12/2022

## 15 CONFIDENTIAL MATTERS BEHIND CLOSED DOORS

### COUNCIL RESOLUTION

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Anick

**That the meeting be closed to the public in accordance with section 5.23{2} of the *Local Government Act 1995* to consider items; 15.1.1 and 15.2.1, behind closed doors at 11.34 am.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 8/0**

**For:** Shire President, Deputy Shire President, Crs Anick, Baer, Coppin, Landy, Lockyer, Kular

**Against:** Nil

### 15.1 DIRECTOR CORPORATE SERVICES

#### 15.1.1 DIGITAL PLAN

**Responsible Officer:** Steven Harding  
Chief Executive Officer

**Author:** Steve Leeson  
Director Corporate Services

**Proposed Meeting Date:** 26 August 2022

**Location/Address:** N/A

**Name of Applicant:** N/A

**Author Disclosure of Interest:** Nil

### COUNCIL DECISION / OFFICER'S RECOMMENDATION

(Resolution No: 2022/ 101)

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Anick

**That Council endorses the Shire of East Pilbara Digital Plan and considers funding implications in upcoming budget reviews and future year allocations.**

**CARRIED UNANIMOUSLY  
RECORD OF VOTE: 8/0**

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**For:** Shire President, Deputy Shire President, Crs Anick, Baer, Coppin, Landy, Lockyer, Kular

**Against:** Nil

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#### REASONS FOR CONFIDENTIALITY

That in accordance with section 5.23 (2) of the *Local Government Act 1995* the meeting is closed to members of the public with the following aspect(s) of the Act being applicable to this matter:

s5.23 (f) a matter that if disclosed, could be reasonably expected to:

- (i) impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law; or
  - (ii) endanger the security of the local government's property; or
  - (iii) prejudice the maintenance or enforcement of a lawful measure for protecting public safety.
-

Cr Peta Baer and Cr Lou Lockyer having declared interests (*Financial*) left the Chamber at 11.37am and took no part in the deliberation of, and vote on this item.

## 15.2 DIRECTOR ORGANISATION DEVELOPMENT

### 15.2.1 COMMUNITY SUPPORT GRANTS PROGRAM 2022-23

**Responsible Officer:** Steven Harding  
Chief Executive Officer

**Author:** Emma Landers  
Deputy CEO / Director Organisation  
Development

**Proposed Meeting Date:** 26 August 2022

**Location/Address:** N/A

**Name of Applicant:** N/A

**Author Disclosure of Interest:** Nil

#### COUNCIL RESOLUTION

(Resolution No: 2022/ 102)

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Landy

**That Council:**

1. Approves the following Annual Grants, totaling \$25,238.20 (excluding GST):

Applicant Organisation	Event	Recommendation Total Amount
Newman Neighbourhood Centre	Newman Pride Festival	\$6,654.20 for one year
Newman Basketball Association	Newman Basketball Competition	\$8,584 for one year
Newman T-Ball Association	Northwest Championships 2022	\$10,000 for one year

**2. Declines the following Annual Grants applications:**

<b>Applicant Organisation</b>	<b>Event</b>
<b>Fortescue Golf Club</b>	<b>Equipment Repair</b>
<b>East Pilbara BMX Club</b>	<b>North West BMX Series</b>
<b>6NEW Community Radio</b>	<b>Consultancy for equipment review</b>
<b>Christian Bible Baptist Church Inc.</b>	<b>Christmas Fellowship</b>
<b>Empowering People in Communities</b>	<b>Teddy Bears Picnic and Early Years Expo</b>

**3. Declines a multi-year funding request from Newman Neighbourhood Centre for Newman Pride Festival and Empowering People in Communities (EPIC) for a Teddy Bears Picnic and Early Years Expo, to be considered in 2023/24 following successful events in 2022/23.**

**CARRIED  
RECORD OF VOTE: 5/1**

**For:** Shire President, Deputy Shire President, Crs Anick, Landy, Kular

**Against:** Cr Coppin

An amendment was agreed to by the Mover and Seconder, declining the \$10,000 grant application from Empowering People in Communities.

**Reason for Amendment**

Empowering People in Communities is now located in Karratha and not Newman as it was formally. This could pose a risk to the continuity of services in East Pilbara.

The Officer's Recommendation below was moved and seconded and during the course of debate, an amendment agreed to by the mover and seconder, in the form of the alternative motion, which was carried..

**OFFICER'S RECOMMENDATION**

Moved: Cr McWhirter-Brooks

Seconded: Cr Landy

That Council:

1. Approves the following Annual Grants, totaling \$35,238.20 (excluding GST):

Applicant Organisation	Event	Recommendation Total Amount
Newman Neighbourhood Centre	Newman Pride Festival	\$6,654.20 for one year
Newman Basketball Association	Newman Basketball Competition	\$8,584 for one year
Newman T-Ball Association	Northwest Championships 2022	\$10,000 for one year
Empowering People in Communities	Teddy Bears Picnic and Early Years Expo	\$10,000 for one year

2. Declines the following Annual Grants applications:

Applicant Organisation	Event
Fortescue Golf Club	Equipment Repair
East Pilbara BMX Club	North West BMX Series
6NEW Community Radio	Consultancy for equipment review
Christian Bible Baptist Church Inc.	Christmas Fellowship

3. Declines a multi-year funding request from Newman Neighbourhood Centre for Newman Pride Festival and Empowering People in Communities (EPIC) for a Teddy Bears Picnic and Early Years Expo, to be considered in 2023/24 following successful events in 2022/23.

## REASONS FOR CONFIDENTIALITY

That in accordance with section 5.23 (2) of the *Local Government Act 1995* the meeting is closed to members of the public with the following aspect(s) of the Act being applicable to this matter:

- (c) A contract entered into or which may be entered into by the Local Government and relates to matters to be discussed at the meeting.

Upon conclusion of the deliberation and vote for item 15.2.1 Cr Baer and Cr Lockyer were invited to return to the Chamber.

### COUNCIL DECISION

**Moved:** Cr Baer

**Seconded:** Cr Landy

That the meeting return to Open Committee in accordance with 5.23{2} of the Local Government Act 1995 at 11.49am.

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 8/0**

**For:** Shire President, Deputy Shire President, Councillors Anick, Landy, Lockyer, Baer, Coppin, Kular

**Against:** Nil

## 16 URGENT BUSINESS

At this point an urgent motion was put forward to suspend meeting procedures:

### COUNCIL DECISION

**Moved:** Cr McWhirter-Brooks

**Seconded:** Cr Lockyer

That Meeting Procedures be suspended to consider an urgent motion.

**CARRIED UNANIMOUSLY  
RECORD OF VOTE 8/0**

**For:** Shire President, Deputy Shire President, Councillors Anick, Landy, Lockyer, Baer, Coppin, Kular

**Against:** Nil

## 16.1 FREEMAN OF THE SHIRE

**COUNCIL DECISION**  
(Resolution No: 2022/103)

**Moved:** Cr Lockyer  
**Seconded:** Cr Kular

That Council authorises the CEO to prepare a confidential report for consideration at the next OCM in relation to a nomination for the awarding of Honorary Freeman of the Shire.

**CARRIED UNANIMOUSLY**  
**RECORD OF VOTE 8/0**

**For:** Shire President, Deputy Shire President, Councillors Anick, Landy, Lockyer, Baer, Coppin, Kular

**Against:** Nil

**COUNCIL DECISION**

**Moved:** Cr McWhirter-Brooks  
**Seconded:** Cr Lockyer

That Meeting Procedures be resumed.

**CARRIED UNANIMOUSLY**  
**RECORD OF VOTE 8/0**

**For:** Shire President, Deputy Shire President, Councillors Anick, Landy, Lockyer, Baer, Coppin, Kular

**Against:** Nil

## 17 DATE OF NEXT MEETING

30 September 2022, to be held at Marble Bar.

## 18 CLOSURE

The Ordinary Meeting of Shire of East Pilbara Council on 26 August 2022 was declared closed by the Presiding Member at 11.52am. Councillors and Staff were thanked for their attendance.