

FINANCE, AUDIT & RISK MANAGEMENT COMMITTEE

Agenda



Meeting Date Thursday 22 February 2024

Meeting Time 4:00 pm

To be held via TEAMS



ACKNOWLEDGEMENT OF COUNTRY

The Shire of Chapman Valley would like to respectfully acknowledge the Naaguja peoples who are the traditional owners and first people of the land on which we stand.

We would like to pay our respect to the elders past, present and emerging for they hold the memories, the traditions, the culture and hopes of the Naaguja peoples.

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Chapman Valley for any act, omission or statement or intimation occurring during Council Meeting. The Shire of Chapman Valley disclaims 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 of 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 Meeting does so at that person's or legal entity's own risk.

The Shire of Chapman Valley warns that anyone who has any application or request with the Shire of Chapman Valley must obtain and should rely on written confirmation of the outcome of the application or request of the decision made by the Shire of Chapman Valley.

COMMITTEE PURPOSE & DELEGATIONS

Purpose: To provide a review of Council's ongoing financial situation, provide a forum for ongoing review of strategic management plan for Council operations and discuss the Audit System.

- Delegations – Nil

The Finance, Audit & Risk Management Committee is comprised of:

Cr Warr

Cr Batten

Cr Elliott-Lockhart

Cr Rodney

Grant Middleton (External, Independent Member)

Chief Executive Officer

Manager Finance & Corporate Services

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1 Declaration of Opening & Announcements of Visitors

The Presiding member will welcome elected members and staff to the committee meeting and declare the meeting open.

“The Shire of Chapman Valley would like to respectfully acknowledge the Naaguja peoples who are the traditional owners and first people of the land on which we stand.

We would like to pay our respect to the elders past, present and emerging for they hold the memories, the traditions, the culture and hopes of the Naaguja peoples.”

2 Announcements from the Presiding Member

3 Record of Attendance

3.1 Attendees

The following are anticipated to attend the Finance, Audit & Risk Management Committee Meeting:

Elected Members

Cr Warr

Cr Batten

Cr Elliott-Lockhart

Cr Rodney

External

Grant Middleton (Independent Member)

Officers

Jamie Criddle, Chief Executive Officer

Dianne Raymond, Manager Finance & Corporate Services

Beau Raymond, Reporting Management Accountant

3.2 Apologies

4 Disclosure of Interest

Local Government Act 1995

Administration Part 5

Disclosure of financial interests and gifts Division 6

s. 5.59

Members should fill in Disclosure of Interest forms for items in which they have a financial, proximity or impartiality interest and forward these to the Presiding Member before the meeting commences.

Section 5.60A:

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

Section 5.60B:

“a person has a proximity interest in a matter if the matter concerns –

(a) a proposed change to a planning scheme affecting land that adjoins the person’s land; or (b) a proposed change to the zoning or use of land that adjoins the person’s land; or (c) a proposed development (as defined in section 5.63(5)) of land that adjoins the person’s land.”

Regulation 34C (Impartiality):

“interest means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.”

5 Petitions/Deputations/Presentations

5.1 Petitions

The Council has not received any petitions at the time of writing this report

5.2 Presentations

The Council does not anticipate any presentations at the time of writing this report.

5.3 Deputations

The Council has not received any deputations at the time of writing this report.

6 Confirmation of Minutes from previous meetings

Recommendation

That the Minutes of the Finance, Audit and Risk Management Committee held on 14 September 2023 be confirmed as true and accurate.



FINANCE, AUDIT & RISK MANAGEMENT COMMITTEE

Minutes



Meeting Date Thursday 14 September 2023

Meeting Time 10:00 am

Held via TEAMS

Finance Audit and Risk Management Committee 14 September 2023 - Minutes

ACKNOWLEDGEMENT OF COUNTRY

The Shire of Chapman Valley would like to respectfully acknowledge the Naaguja peoples who are the traditional owners and first people of the land on which we stand.

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Finance Audit and Risk Management Committee 14 September 2023 - Minutes

COMMITTEE PURPOSE & DELEGATIONS

To provide a review of Council's ongoing financial situation, provide a forum for ongoing review of strategic management plan for Council operations and discuss the Audit System.

- Delegations – Nil

The Finance, Audit & Risk Management Committee is comprised of:

Cr Warr

Cr Batten

Cr Forth

Cr Davidson

Grant Middleton (External, Independent Member)

CEO

Manager Finance & Corporate Services

UNCONFIRMED

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Finance Audit and Risk Management Committee 14 September 2023 - Minutes

1 Declaration of Opening & Announcements of Visitors

The Presiding Member welcomed elected members, staff and visitors to the council meeting and declaring the meeting open at 10:07 am.

The Shire acknowledged the traditional landowners through the reading of our Acknowledgement of Country.

"The Shire of Chapman Valley would like to respectfully acknowledge the Naaguja peoples who are the traditional owners and first people of the land on which we stand.

We would like to pay our respect to the elders past, present and emerging for they hold the memories, the traditions, the culture and hopes of the Naaguja peoples."

2 Announcements from the Presiding Member

3 Record of Attendance

3.1 Attendees

The following attended the committee meeting:

Elected Members

Cr Kirilee Warr (President)
Cr Darrell Forth (Deputy President)
Cr Nicole Batten

External

Nil

Officers

Jamie Criddle, Chief Executive Officer
Dianne Raymond, Manager Finance & Corporate Services

Visitors

Nil

3.2 Apologies

Cr Beverley Davidson

Grant Middleton (Independent Member)

4 Disclosure of Interest

Nil

Finance Audit and Risk Management Committee 14 September 2023 - Minutes

5 Petitions/Deputations/Presentations

5.1 Petitions

The council has not received any petitions.

5.2 Presentations

The council did not accept any presentations in the course of the meeting.

5.3 Deputations

The Council did not receive any deputations in the course of the meeting

6 Confirmation of Minutes from previous meetings

Council Resolution

Moved: Cr Darrell Forth **Seconded:** Cr Nicole Batten

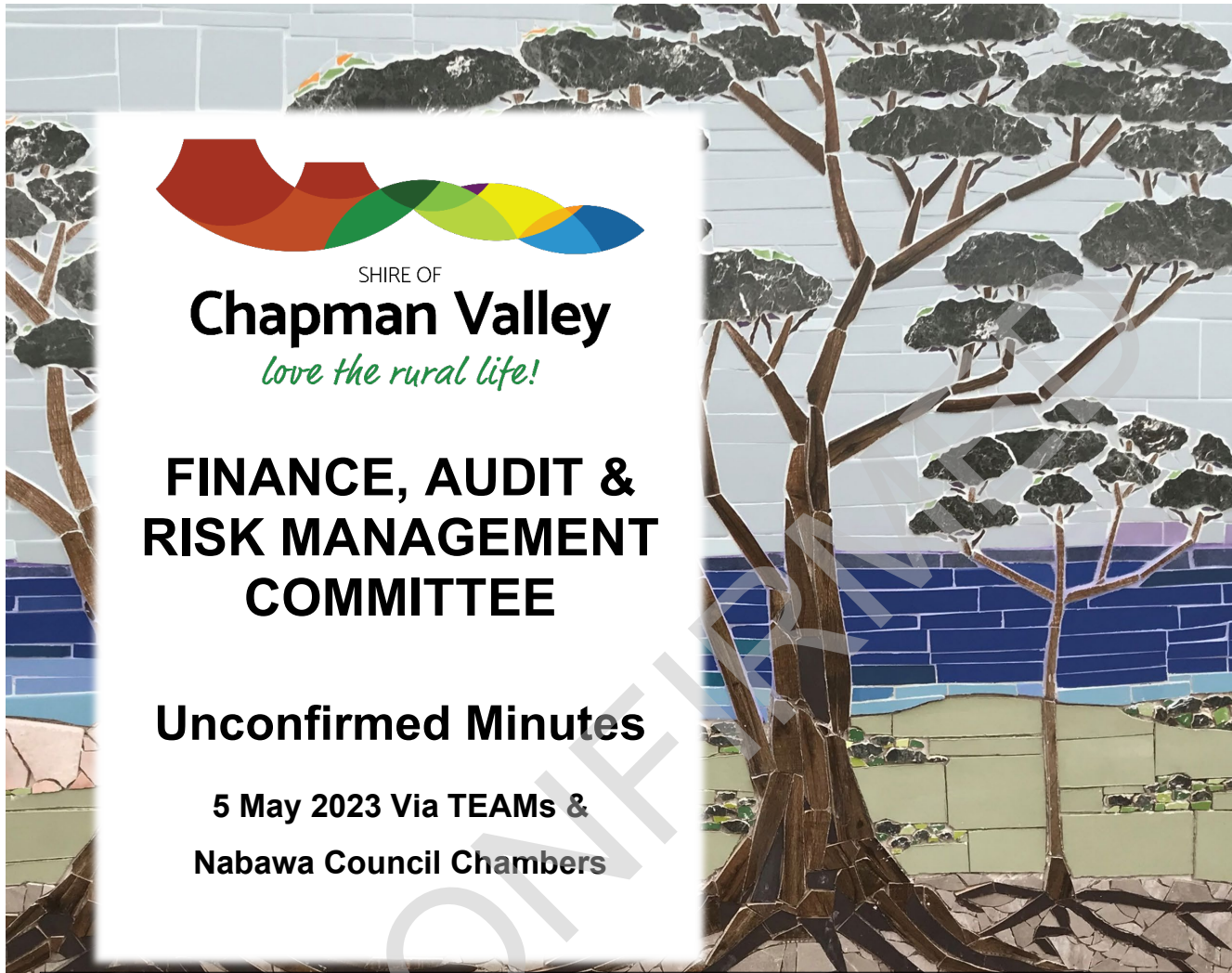
That the Minutes of the Finance, Audit and Risk Management Committee Meeting held on 5 May 2023 be confirmed as true and accurate.

For Cr Darrell Forth, Cr Kirrilee Warr and Cr Nicole Batten

Against Nil

3 / 0

CARRIED UNANIMOUSLY
Minute Reference FARMC 2023/09-1



Committee Purpose & Delegations

To provide a review of Council's ongoing financial situation, provide a forum for ongoing review of strategic management plan for Council operations and discuss the Audit System.

Delegation – Nil

The Finance, Audit & Risk Management Committee is comprised of:

4 x Councillors

- Cr Warr (Presiding Member)
- Cr Forth
- Cr Davidson
- Cr Batten
- Grant Middleton (External, Independent Member)

Observers:

- CEO
- Manager Finance & Corporate Services

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Jamie Criddle
CHIEF EXECUTIVE OFFICER

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ORDER OF BUSINESS

1.0 DECLARATION OF OPENING/ANNOUNCEMENTS OF VISITORS

Presiding member declared meeting open at 1.45pm.

"The Shire of Chapman Valley would like to respectfully acknowledge the Naaguja peoples who are the traditional owners and first people of the land on which we stand.

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2.0 ANNOUNCEMENTS FROM THE PRESIDING MEMBER

Nil

3.0 RECORD OF ATTENDANCE

3.1 Attendees

Elected Members
Cr Warr (Presiding Member)
Cr Forth
Grant Middleton (External, Independent Member)

Officers
Jamie Criddle - Chief Executive Officer
Dianne Raymond - Manager Finance & Corporate Services

Visitors	In	Out
Nil		

3.2 Apologies

Cr Batten, Cr Davidson, Financial Services Officer Beau Raymond

Previously Approved Leave of Absence

Nil

4.0 DISCLOSURE OF INTEREST

Nil

5.0 PETITIONS/DEPUTATIONS/PRESENTATIONS

5.1 Petitions

Nil

5.2 Presentations

Nil

5.3 Deputations

Nil

6.0 CONFIRMATION OF MINUTES FROM PREVIOUS MEETINGS

6.1 Finance, Audit & Risk Management Committee held on 15 March 2023.

COMMITTEE RESOLUTION

MOVED: Cr Forth

SECONDED: Cr Warr

The Minutes of the Ordinary Meeting of Council held on 15 March 2023 be confirmed as true and accurate.

Voting 3/0
CARRIED UNANAMOUSLY
Minute Reference: FARM 05-23-01

7.0 ITEMS TO BE DEALT WITH EN BLOC

8.0 OFFICERS REPORTS

8.0

Manager Finance & Corporate Services

8.1 Long Term Financial Plan Review 2023

8.1 Long Term Financial Plan Review 2023

8.1	Long Term Financial Plan Review 2023
Department	Finance & Governance
Author	Dianne Raymond
Reference(s)	Nil
Attachment(s)	Long Term Financial Plan 8.1.1 Asset Management Plan 8.1.2

Voting Requirements

Simple Majority

Staff Recommendation

That the Finance, Audit & Risk Management Committee receives the Long-Term Financial Plan and Asset Management Plan and present to council

Committee Resolution/Staff Recommendation

MOVED: Cr Forth

SECONDED: Grant Middleton

That the Finance, Audit & Risk Management Committee receives the Long-Term Financial Plan and Asset Management Plan and present to council.

Voting 3/0

CARRIED UNANIMOUSLY
Minute Reference: FARM 05-23-02

Disclosure of Interest

Nil

Background

A desktop review of the Long-Term Financial Plan (LTFP) and Asset Management Plan (AMP) were previously conducted and presented to the February 2022 Ordinary meeting of Council as part of the annual review cycle.

Comment

Staff have continued to work on improvements to the LTFP and AMP since the original adoption of these plans in an attempt to make these more integrated, encompassing of all asset areas, cognisant of past actual expenditures incurred and revenues received and hopefully easier to follow and update annually.

Statutory Environment

Local Government Act 1995 & Local Government Audit Regulations 1996

Policy/Procedure Implications

Nil

Financial Implications

The long-term financial viability of the Shire is of importance for future service delivery levels provided to the Shire's constituents.

Long Term Financial Plan (LTFP):

The annual review of the Shire's operations is integral to monitoring how the Shire is tracking with its integrated strategic planning.

Strategic Implications

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Strategic Community Plan/Corporate Business Plan Implications

GOVERNANCE AND ACCOUNTABILITY

5.1 Ensure governance and administration systems, policies and processes are current and relevant.

Consultation

Chief Executive Officer, Manager Finance & Corporate Services and Financial Services Officer with all relevant existing plans and forecast projects.

Risk Assessment

An Insignificant Compliance Risk of Level 1 - Which will likely result in no noticeable regulatory or statutory impact.

9 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE MEETING

Nil

10 CLOSURE

The Presiding Member thanked the staff involved in presenting these plans for the immense work which is involved. Elected Members and Staff were thanked for their attendance and closed the meeting at 2.01pm



Photo courtesy of Explored Vision by GD

LONG TERM FINANCIAL PLAN

April 2023

OUR VISION

"We are a thriving community, making the most of our coastline, ranges and rural settings to *SUPPORT* us to *GROW* and *PROSPER*."

Council Endorsed: July 2017 – Minute Ref: 07/17-6
Desktop Update - July 2018;
Desktop Update - February 2020
Desktop Update - February 2021
Desktop Update – January 2022
Desktop Update – April 2023

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Document Status

Adopted	Original Document	September 2013
Reviewed	Modifications undertaken by Shire	July 2017
Updated	Financials updated from 2017/2018 Annual Adopted Budget	July 2018
Updated	Financials updated from 2018/2019 Annual Adopted Budget	December 2019
Updated	Financials updated from 2019/2020 Annual Adopted Budget	February 2021
Updated	Financials updated from 2020/2021 Annual Adopted Budget	January 2022
Updated	Financials updated from 2021/2022 Annual Adopted Budget	April 2023

1. INTRODUCTION

The Challenges We Face

The main challenges facing Council are the need to meet community aspirations for improved services and infrastructure with a limited funding base. Chapman Valley has a small population and funding base, and any new project needs to be considered carefully.

The majority of assets and infrastructure are only affordable to Council with the assistance of State and/or Federal funding. This can be unpredictable and uncertain which makes it difficult to determine the exact timing of being able to afford new infrastructure. However, it is important to not lose sight of the Community's aims.

It is also important to be reminded of purpose of the Financial Assistance Grants (FAGs) being "*as of right funding*" for local governments to operate and not "*one-off grants*". This is reflected under section 3 of the *Local Government (Financial Assistance) Act 1995* where it states the Australian Government provides financial assistance for local government purposes by means of grants to the states and self-governing territories for the purpose of improving i.e.

- *The financial capacity of local governing bodies;*
- *The capacity of local governing bodies to provide their residents with an equitable level of services;*
- *The certainty of funding for the local governing bodies;*
- *The efficiency and effectiveness of local governing bodies; and*
- *The provision, by local governing bodies, of services to Aboriginal & Torres Strait Islander communities.*

The road network is the Shire's biggest asset and transport the main priorities. Maintaining and upgrading the road network is important to the community.

As well as core services such as roads the declining inland population, recruitment & retention of skilled people, affordable community housing, improve mobile phone and internet telecommunications, heritage and protecting natural features are all important to the community.

Local Government costs continually increase at a higher rate than the headline Consumer Price Index (CPI), combined with the additional costs associated with the remoteness of the region. This, along with the continuing practice of "*cost shifting*" by the State and Australian Governments and the ongoing additional legislative burdens and "*red tape*" being forced onto local government provide a massive funding challenge to ensure sustainability and to meet increasing community expectations.

The Long Term Financial Plan (LTFP) projects the continuation of Council's services as currently provided allowing for increases in revenues and expenditure based on the key assumptions outlined in the Plan. However; it is expected Council may undertake a Service Delivery Review during the life of this LTFP.



Photo courtesy of Explored Vision by GD

Integrated Planning and Reporting Framework

In October 2009 the WA Government introduced a new integrated planning and reporting framework for Local Government.

An essential element of integrated strategic planning is the provisions for long term financial planning.

The Long Term Financial Plan (LTFP) ideally should be for a minimum 10 years and updated regularly. The LTFP should represent the outcomes, strategies and objectives of the Strategic Community Plan.

Purpose of the Long Term Financial Plan

The LTFP acts as a tool to use in deciding what resources Council needs to apply to deliver on the outcomes contained within the Chapman Valley Strategic Community Plan and seeks to answer to the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

How the Long Term Financial Plan Was Developed

The Shire budgets form the base upon which the LTFP financial projections are built. Budgets are developed through a rigorous process of consultation and review with Council and staff.

The aspirations and projects put forward in the various forward capital works plans have been modified as they are tested against the realities of a limited amount of money available

to the Shire. The projects included in this LTFP reflect what the Shire believes it can afford over the next 10 years based on a range of revenue and expenditure assumptions.

2. KEY CHALLENGES FOR THE SHIRE OF CHAPMAN VALLEY'S FINANCES GOING FORWARD

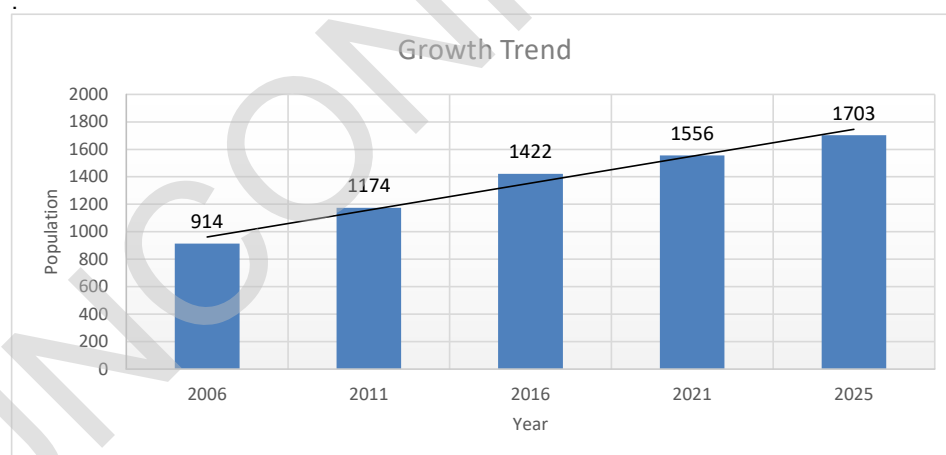
Threats to Long Term Sustainability

The following have been identified as key issues impacting of the Shire's finances:

- Being able to establish a revenue base so sufficient operational revenue is available to fund all operating expenses;
- The ability to maintain the Shire's asset base by renewing identified ageing infrastructure, ensuring cash reserves are quarantined and undertaking service delivery and asset rationalisation reviews;
- The continued availability of state and commonwealth funding to support asset renewals and the creation of new assets; and
- Managing community aspirations within a confined fiscal envelope.

Growth

The Shire's projected population increase over the next 15 years, based on current statistics indicates an annual growth of 9% per annum. The growth trend chart below is indicative of trends based on the actual 2006 – 2021 census data. This growing population, particularly in the Shire's coastal and rural-residential areas will place increasing demands on Council for services.



3. MAJOR PROJECTS

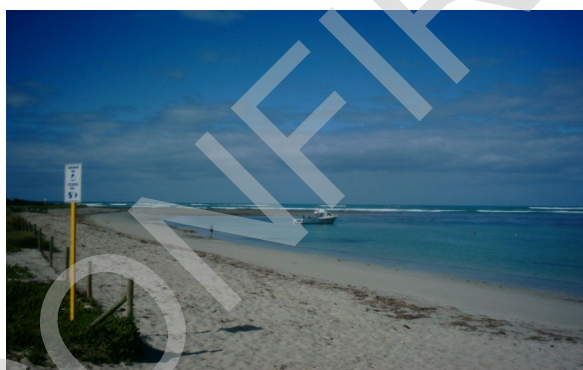
Major Projects Proposed in this Long-Term Financial Plan

The major projects proposed in this plan are detailed in the Shires 10 Year Roadworks Program, Plant Replacement Program and capital Buildings Program with estimated costs included in the LTFP. The keys risks associated with these Programs is the ability for the Shire to continue to attract State and Commonwealth grants, specifically for the roadworks scheduled.

4. FINANCIAL MANAGEMENT IN COUNCIL

Regulatory Environment

Council operates in a highly regulated environment driven by legislation policies, procedure, guideline and best practice strategies.



Financial Environment – The State of the Council's Finances

The Shire is currently in a strong financial position however due to the small size of the Shire it remains exposed to the impact of any major new asset replacement requirement or external shock and is reliant on continued State and Commonwealth funding to maintain its assets and current levels of service.

The LTFP includes Ratios set under legislation upon which local governments are required to report on annually. Though the basis upon which these Ratios are calculated is disputed and will be contested until they have more realistic outcomes, the intention of including the anticipated movement in the Ratios is to help with decision making on the organisation's activities into the future.

Financial Management Principles

In preparing the revised LTFP the following underpinning principles have been used:

- Council will maintain its existing service levels to residents.
- Management will continually look for ways to structurally realign resources without changes to service standards.
- While limited growth is expected services and infrastructure in any new areas will be provided when they are needed.
- Council will continue to explore ways to improve its capacity to fund its recurrent operations and renew critical infrastructure;
- Council will manage within the existing financial constraints as much as possible.

In conjunction with these principles, Council's LTFP is guided by several policies and strategies which are outlined as follows:

4.1.1 Investments

Council has an Investment Policy, which reinforces an ongoing commitment to maintain a conservative risk/return portfolio, an important component of its ongoing prudent financial management practices.

The policy outlines:

- The manner in which Council may invest funds;
- The institutions and products which Council can invest in;
- Delegations

4.1.2 Loan Borrowings

Council's past practices for the use of debt (borrowings) is an appropriate guide for the use of this type of revenue to assist with the funding of major new assets or to smooth the cost of major asset renewals. Minor asset acquisitions and a normal level of asset renewals should be funded out of operating revenues.

4.1.3 Cash Reserves and Restrictions

Council has a number of established cash reserves.

The establishment and funding of cash reserves is a financial management strategy to provide funds for future expenditure, which could not otherwise be financed during a single year without having a material impact on the budget.

4.1.4 Discretionary and Regulatory Fees and Charges

Council has the ability to raise revenues through the adoption of a fee or a charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the annual budget.

The general principles under which Council sets its fees and charges are predominantly to recover the cost of services provided.

4.1.5 Asset Disposal and Investment Strategy

Asset sales forecast in this LTFP are basically from the sale of plant and equipment traded in on replacement or the disposal of unutilised staff residential properties.

5. LONG TERM FINANCIAL SUSTAINABILITY

5.1 Long Term Financial Sustainability

A financially sustainable council is described as one with the ability to fund ongoing service delivery, and the renewal and replacement of assets without imposing excessive debt or rate increases on future generations. This definition has been translated into four key financial sustainability principles:

- Council should aspire to achieve a **fully funded operating** position reflecting the collection enough revenue from rate revenue, “as of right” FAGs and normal, continuing operations, to fund all operational expenditure.
- Council should aspire to **maintain sufficient cash reserves** to ensure it can meet its short-term working capital requirements.
- Council should aspire to have a **fully funded capital program**, where the source of funding is identified and secured for both capital renewal and new capital works.
- Council should aspire to **maintain its asset base**, by renewing ageing infrastructure, which are identified or envisaged.

It is important to note while these principles represent financial sustainability, in the current environment, most councils will find it difficult to obtain this level of sustainability as:

- Funding the life cycle of assets is a major issue for all levels of Government.
- The backlog in asset renewal is a direct result of councils in WA not being able to cash fund the Fair Value replacement cost of assets (represented by the annual depreciation charge). Current asset renewal funding is based on the actual renewals program, and this is often modified to fit within budgetary restraints. This means as assets are consumed funds are generally not being put aside to replace the asset at the end of its useful life. This is not a result of poor management; councils simply cannot afford to fund asset renewal without compromising existing levels of service.

6. ASSUMPTIONS

6.1 Long Term Financial Plan Assumptions

The long-term financial model requires Council to identify all material items of revenue and expenditure, and determine the external and internal influences, which could significantly impact on Council's finances.

A number of key assumptions underpin the financial projections in the LTFP. The following are the broad assumptions used for revenue and expenditure projections. Due to the nature of forecasting, it should be recognised it becomes increasingly difficult to forecast revenues and expenditures the further out you go. All projections in this financial plan are based on the best available data at the time of preparing the plan and reflect the expected revenues and expenditure based on a range of assumptions. The plan will be reviewed and updated on a regular basis and key assumptions and budget forecasts may be revised at that time.

6.1.1 Revenue

- All rates revenue will be collected;;
- State and Federal Government grants will continue to be available at current levels and will be adjusted for inflation annually;

- FAGs are considered as an “*as of right*” funding source in accordance with *Local Government (Financial Assistance) Act, 1995*; and
- Other revenues will be collected at the levels budgeted in the LTFP.

6.1.2 Expenditure

The cost of labour, materials and services will increase by an annual factor, based on expected inflation, national salary & wage movements, etc., and may be adversely affected by external factors such as supply shortages or other abnormal events currently being experienced post the COVID-19 pandemic.

6.2 Population Forecasts and Growth in the Rating Base

6.2.1 Population

The next 15 years are expected to see approximately another 500 people living in the Shire of Chapman Valley if current trends of a 9 percent increase is consistent (this population projection should be considered a conservative estimate).

6.2.2 Rating Base

An increasing population usually means the rating base (number and value of properties) is also growing.

The LTFP has been based on a “*rate revenue*” increase of approximately 4% per annum, however this will increase in stages over the next few budgets to an increase of 5.50% by 2027/2028 to sustain service delivery.

6.3 Asset Management

The objective of asset management is to meet a required Level of Service in the most cost-effective manner through the management of assets for present and future customers.

The capital works program included within the LTFP has been developed based on the projections in Council's various Capital Works Plan (e.g., Roadworks, Plant, and Building). This is dealt with in more detail in the Shire's Asset management Plan, which is fully integrated with the LTFP.

APPENDIX A

FINANCIAL STATEMENTS

Shire of Chapman Valley

LONG TERM STRATEGIC FINANCIAL PLAN

For the period

2022-2023

to

2031-2032



SHIRE OF

Chapman Valley

love the rural life!

Finance Audit and Risk Management Committee 14 September 2023 - Minutes

Att: 6.1.1 Unconfirmed Minutes FARM Committee - May 2023

SHIRE OF CHAPMAN VALLEY
Calc. Base

Long Term Financial Plan

CALCULATION BASE	Actual - History				Base Yr	Adjustments/Exclusions				
	18-19	19-20	20-21	21-22		Carryovers	One offs	Interest	(Gains)/Losses	Depreciation
INCOME STATEMENT - INPUT										
Operating Revenues										
Rates	2,743,381	2,857,970	2,854,496	2,946,952						2,946,952
Operating grants, subsidies and contributions	1,550,318	1,495,070	2,079,750	2,408,298						2,408,298
Non-Operating grants, subsidies and contributions	1,138,684	1,514,620	1,228,260	1,529,197						1,529,197
Profit on Asset Disposal	30,102	3,569	72,554	86,856						86,856
Fees and charges	334,320	302,524	371,177	370,093						370,093
Interest earnings - General	55,212	52,667	15,767	19,964						19,964
Interest earnings - Reserves	3,258	921	286	157						157
Other revenue	45,460	19,531	36,359	46,099						46,099
Fair Value Adjustments to Assets	477,526	52,551	2,804	2,998						
Total Revenue	6,378,261	6,299,423	6,661,453	7,410,614		-	-	-	-	7,407,616
Operating Expenses										
Employee costs	(1,873,191)	(1,803,506)	(1,745,316)	(1,802,378)						(1,802,378)
Materials and contracts	(1,363,031)	(1,105,426)	(1,885,391)	(1,633,375)						(1,633,375)
Utility charges (electricity, gas, water etc.)	(49,226)	(47,320)	(52,741)	(51,750)						(51,750)
Depreciation on non-current assets	(1,894,769)	(1,970,940)	(2,051,812)	(2,089,998)						(2,089,998)
Interest expense	(7,713)	(6,323)	(3,620)	(2,209)						(2,209)
Loss on Asset Disposal	(1,981)	(22,715)	-	-						-
Insurance expense	(151,905)	(163,318)	(160,363)	(167,721)						(167,721)
Other expenditure	(128,342)	(99,830)	(113,445)	(111,683)						(111,683)
Total Expenses	(5,470,158)	(5,219,378)	(6,012,688)	(5,859,114)		-	-	-	-	(5,859,114)
NET RESULT	908,103	1,080,045	648,765	1,551,500		-	-	-	-	1,548,502

Finance Audit and Risk Management Committee 14 September 2023 - Minutes

Att: 6.1.1 Unconfirmed Minutes FARM Committee - May 2023

SHIRE OF CHAPMAN VALLEY
Calc. Base

Long Term Financial Plan

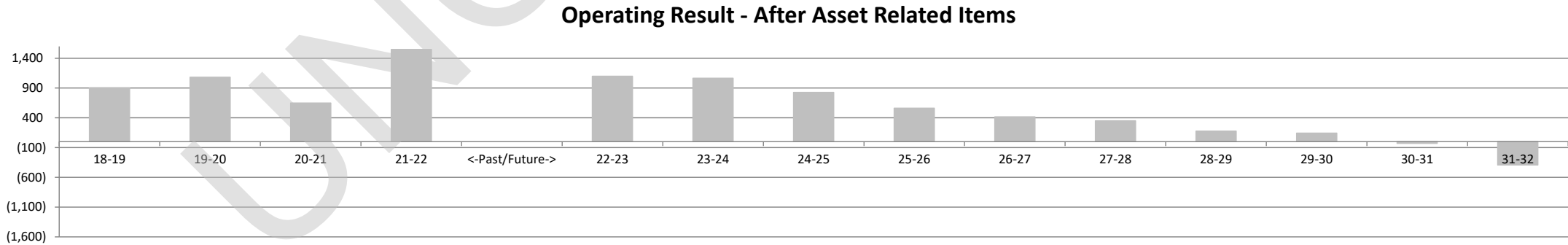
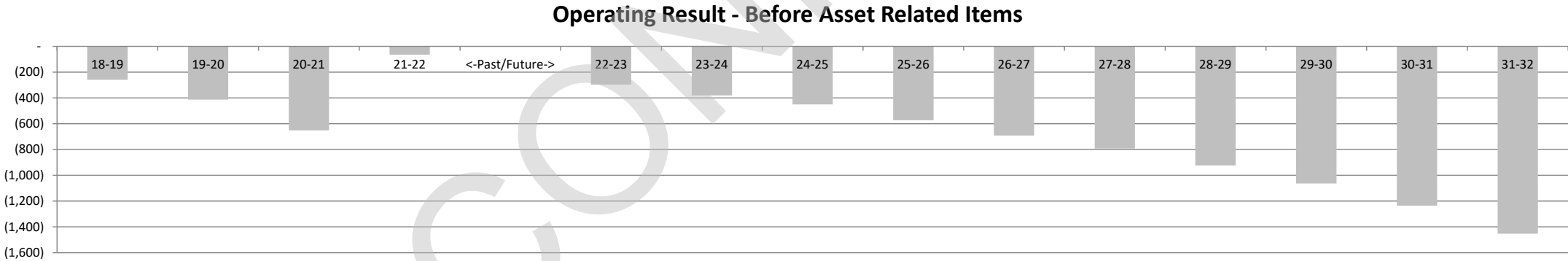
CALCULATION BASE	Actual - History			Base Yr	Adjustments/Exclusions				
	18-19	19-20	20-21	21-22	Fixed Assets	Borrowings	Reserves		
BALANCE SHEET - INPUT									
CURRENT ASSETS									
Cash and Cash Equivalents (Unrestricted)	1,467,597	2,176,075	2,626,312	3,623,639					3,623,639
Cash and Cash Equivalents (Restricted)									
Cash Backed Reserves	879,630	839,451	1,160,487	1,318,066					1,318,066
Trade and Other Receivables	102,378	94,694	180,789	221,585					221,585
Inventories	4,220	1,170	5,140	6,767					6,767
Prepayments		8,382	8,382	9,068					9,068
TOTAL CURRENT ASSETS	2,453,825	3,119,772	3,981,110	5,179,125	-	-	-	-	5,179,125
NON-CURRENT ASSETS									
Other Receivables	5,801	5,052	4,938	8,342					8,342
Other Assets	-	118,058	111,991	106,889					106,889
Property Plant and Equipment	19,325,549	17,758,680	17,809,587	19,474,071					19,474,071
Infrastructure Roads	129,027,300	129,788,908	130,237,784	131,112,692					131,112,692
Infrastructure Other	-	-	-	-					-
TOTAL NON-CURRENT ASSETS	148,358,650	147,670,698	148,164,300	150,701,994	-	-	-	-	150,701,994
TOTAL ASSETS	150,812,475	150,790,470	152,145,410	155,881,119	-	-	-	-	155,881,119
CURRENT LIABILITIES									
Trade and Other Payables	93,269	239,479	855,603	1,071,338					1,071,338
Current Portion Borrowings & Lease Liabilities	68,626	54,120	49,811	7,886					7,886
Other Liabilities	-	-	185,456	601,656					
Provisions	423,049	435,584	394,118	418,331					418,331
TOTAL CURRENT LIABILITIES	584,944	729,183	1,484,988	2,099,211	-	-	-	-	1,497,555
NON-CURRENT LIABILITIES									
Long-term Portion Borrowings & Lease Liabilities	88,121	100,305	50,494	42,608					42,608
Provisions	29,998	16,683	16,310	34,459					34,459
Contract Liability	-	158,961	159,515	159,515					159,515
TOTAL NON-CURRENT LIABILITIES	118,119	275,949	226,319	236,582	-	-	-	-	236,582
TOTAL LIABILITIES	703,063	1,005,132	1,711,307	2,335,793	-	-	-	-	1,734,137
NET ASSETS	150,109,412	149,785,338	150,434,103	153,545,326	-	-	-	-	154,146,982
EQUITY									
Retained Surplus	31,384,647	32,384,738	32,712,467	34,106,389					34,106,389
Reserves - Cash Backed	832,617	839,451	1,160,487	1,318,066					1,318,066
Reserves - Revaluation	117,892,148	116,561,149	116,561,149	118,120,871					118,120,871
TOTAL EQUITY	150,109,412	149,785,338	150,434,103	153,545,326	-	-	-	-	153,545,326

**SHIRE OF CHAPMAN VALLEY
Variables**

Long Term Financial Plan

				Projection									
	Actual		Calc Base	1	2	3	4	5	6	7	8	9	10
	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
OPERATIONS-Revenue													
Rates	4.19%	-0.14%	3.26%	4.00%	3.50%	4.00%	4.50%	5.00%	5.50%	5.50%	5.50%	5.50%	5.50%
Operating grants, subsidies and contributions	-3.55%	39.13%	15.77%	1.00%	0.95%	0.90%	0.85%	0.80%	0.75%	0.70%	0.65%	0.60%	0.55%
Non-Operating grants, subsidies and contributions	33.01%	-18.94%	24.51%	-12.49%	4.41%	-12.03%	-11.72%	-2.21%	3.11%	-4.02%	10.19%	0.00%	-12.71%
Fees and charges	-9.28%	22.44%	-0.27%	17.00%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Interest Yield	-6.90%	-70.37%	25.00%	8.00%	1.20%	1.30%	1.60%	1.75%	1.94%	2.13%	2.32%	2.51%	2.70%
Other revenue	-55.56%	80.00%	27.78%	1.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
OPERATIONS-Expenditure													
Employee costs	-3.68%	-3.27%	3.27%	8.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Materials and contracts	-18.93%	70.59%	-13.37%	28.00%	5.00%	5.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.50%	9.00%
Utility charges (electricity, gas, water etc.)	-4.08%	12.77%	-1.89%	12.00%	3.00%	3.00%	3.00%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%
Interest Expense	-25.00%	-33.33%	-50.00%	3.65%	3.65%	3.65%	3.65%	3.65%	3.65%	3.65%	3.65%	3.65%	3.65%
Insurance expense	7.24%	-1.84%	5.00%	1.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other expenditure	-21.88%	13.00%	-0.88%	3.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
CAPITAL-Assets													
Average Depreciation - PPE (Buildings)				1.50%	1.48%	1.46%	1.44%	1.42%	1.40%	1.38%	1.36%	1.34%	1.32%
Average Depreciation - PPE (Other)				11.00%	11.00%	11.00%	11.00%	11.00%	11.00%	11.00%	11.00%	11.00%	11.00%
Average Depreciation - Infrastructure Roads				1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

SHIRE OF CHAPMAN VALLEY					Long Term Financial Plan									
Income Statement														
INCOME STATEMENT	Actual			Calc Base	Predictions									
	\$('000)	\$('000)	\$('000)	\$('000)	1	2	3	4	5	6	7	8	9	10
	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Operating Revenues (see exclusions below)														
Rates - Base	2,743	2,858	2,854	2,947	3,065	3,172	3,299	3,447	3,619	3,818	4,028	4,250	4,484	4,731
Operating grants, subsidies and contributions	1,550	1,495	2,080	2,408	2,432	2,455	2,477	2,498	2,518	2,537	2,555	2,572	2,587	2,601
Fees and charges	334	303	371	370	433	439	446	453	460	467	474	481	488	495
Interest earnings - General	55	53	16	20	22	22	22	22	23	23	24	24	25	26
Interest earnings - Reserves	3	1	-	-	9	10	10	10	11	12	12	12	12	12
Other revenue	45	20	36	46	46	47	48	49	50	53	55	57	59	61
Fair Value Adjustments to Assets	478	53	3	3	4	4	4	4	4	5	5	5	5	5
Operating Expenses														
Employee costs	(1,873)	(1,804)	(1,745)	(1,802)	(1,946)	(2,043)	(2,145)	(2,252)	(2,365)	(2,483)	(2,607)	(2,737)	(2,874)	(3,018)
Materials and contracts	(1,363)	(1,105)	(1,885)	(1,633)	(2,090)	(2,195)	(2,305)	(2,489)	(2,688)	(2,903)	(3,135)	(3,386)	(3,674)	(4,005)
Utility charges (electricity, gas, water etc.)	(49)	(47)	(53)	(52)	(58)	(60)	(62)	(64)	(67)	(70)	(73)	(75)	(77)	(79)
Depreciation on non-current assets	(1,895)	(1,971)	(2,052)	(2,090)	(1,929)	(1,935)	(1,938)	(1,929)	(1,917)	(1,894)	(1,891)	(1,882)	(1,877)	(1,876)
Interest expense	(8)	(6)	(4)	(2)	-	-	-	(5)	(9)	(14)	(14)	(14)	(9)	(5)
Insurance expense	(152)	(163)	(160)	(168)	(170)	(175)	(180)	(185)	(191)	(197)	(203)	(209)	(215)	(221)
Other expenditure	(128)	(100)	(113)	(112)	(115)	(121)	(127)	(133)	(140)	(147)	(154)	(162)	(170)	(179)
	(260)	(413)	(652)	(65)	(297)	(380)	(451)	(573)	(692)	(792)	(924)	(1,063)	(1,236)	(1,452)
Operating Revenue (Asset related)														
Non-Operating grants, subsidies and contributions	1,139	1,515	1,228	1,529	1,338	1,397	1,229	1,085	1,061	1,094	1,050	1,157	1,157	1,010
Profit on asset disposal	30	4	73	87	60	50	50	50	50	50	50	50	50	50
Loss on asset disposal	(2)	(23)	-	-	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT	907	1,083	649	1,551	1,101	1,067	828	562	419	352	176	144	(29)	(392)



SHIRE OF CHAPMAN VALLEY					Long Term Financial Plan									
Balance Sheet					Predictions									
BALANCE SHEET	Actual		Calc Base		1	2	3	4	5	6	7	8	9	10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
CURRENT ASSETS														
Unrestricted Cash and Equivalents	1,468	2,176	2,626	3,624	3,607	3,498	4,256	4,774	5,444	6,102	6,375	6,471	6,367	6,039
Restricted Cash and Cash Equitant	880	839	1,160	1,318	1,302	1,292	1,384	1,481	1,582	1,488	1,420	1,353	1,326	1,412
Non-Cash Investments					-	-	-	-	-	-	-	-	-	-
Receivables	102	95	181	222	333	366	403	443	488	536	590	649	714	785
Inventories	4	1	5	7	5	5	6	6	6	6	6	7	7	7
Prepayments	-	8	8	9	8	8	9	9	10	10	10	10	10	10
TOTAL CURRENT ASSETS	2,454	3,119	3,980	5,180	5,247	5,162	6,049	6,705	7,519	8,132	8,391	8,479	8,414	8,243
NON-CURRENT ASSETS														
Other Receivables	6	5	5	8	-	-	-	-	-	-	-	-	-	-
Other Assets	-	118	112	107	-	-	-	-	-	-	-	-	-	-
Property Plant and Equipment	19,326	17,759	17,810	19,474	19,542	20,017	19,834	19,553	19,255	18,873	18,658	18,389	18,153	17,965
Infrastructure Roads	119,988	120,828	121,232	122,003	117,447	117,873	118,046	118,080	117,987	117,943	117,835	117,887	117,939	117,790
Infrastructure Other	9,039	8,961	9,006	9,110	9,201	9,293	9,386	9,480	9,574	9,670	9,767	9,865	9,963	10,063
TOTAL NON-CURRENT ASSETS	148,359	147,671	148,165	150,702	146,190	147,183	147,266	147,112	146,816	146,487	146,260	146,140	146,055	145,818
TOTAL ASSETS	150,813	150,790	152,145	155,882	151,437	152,345	153,315	153,817	154,336	154,619	154,650	154,620	154,469	154,061
CURRENT LIABILITIES														
Trade and Other Payables	93	239	856	1,071	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Current Portion of Long-term Liabilities	69	54	50	8	-	-	40	80	120	120	120	80	40	-
Provisions	423	436	394	418	424	431	437	444	450	457	464	471	478	485
Other Liabilities	-	-	185	602	650	660	670	680	690	700	711	721	732	743
TOTAL CURRENT LIABILITIES	585	729	1,485	2,099	2,074	2,110	2,187	2,265	2,343	2,381	2,421	2,421	2,422	2,423
NON-CURRENT LIABILITIES														
Long-term Borrowings	88	100	50	43	-	-	160	80	-	(240)	(240)	(200)	(120)	(40)
Provisions	30	17	16	34	35	35	36	37	38	38	39	40	41	41
Contract Liability	-	159	160	160	200	180	200	180	200	135	135	150	180	150
TOTAL NON-CURRENT LIABILITIES	118	276	226	237	235	215	396	297	238	(67)	(66)	(10)	101	151
TOTAL LIABILITIES	703	1,005	1,711	2,336	2,309	2,326	2,583	2,561	2,580	2,315	2,355	2,411	2,522	2,575
NET ASSETS	150,110	149,785	150,434	153,546	149,128	150,020	150,731	151,256	151,755	152,304	152,296	152,209	151,947	151,486
EQUITY														
Retained Surplus	31,385	32,385	32,712	34,106	29,704	30,605	31,225	31,653	32,051	32,694	32,754	32,735	32,499	31,953
Reserves - Cash Backed	833	839	1,160	1,318	1,302	1,292	1,384	1,481	1,582	1,488	1,420	1,353	1,326	1,412
Reserves - Revaluation	117,892	116,561	116,562	118,122	118,122	118,122	118,122	118,122	118,122	118,122	118,122	118,122	118,122	118,122
TOTAL EQUITY	150,110	149,785	150,434	153,546	149,128	150,020	150,731	151,256	151,755	152,304	152,296	152,209	151,947	151,486
	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SHIRE OF CHAPMAN VALLEY					Long Term Financial Plan									
Funding Statement					Projections/Predictions									
FUNDING STATEMENT	Actual			Calc Base	1	2	3	4	5	6	7	8	9	10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Operating														
Operating Revenues														
Rates	2,743	2,858	2,854	2,947	3,065	3,172	3,299	3,447	3,619	3,818	4,028	4,250	4,484	4,731
Operating grants, subsidies and contributions	1,550	1,495	2,080	2,408	2,432	2,455	2,477	2,498	2,518	2,537	2,555	2,572	2,587	2,601
Profit on Asset Disposal	30	4	73	87	60	50	50	50	50	50	50	50	50	50
Fees and charges	334	303	371	370	433	439	446	453	460	467	474	481	488	495
Service charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earnings - General	55	53	16	20	22	22	22	22	23	23	24	24	25	26
Interest earnings - Reserves	3	1	-	-	9	10	10	10	11	12	12	12	12	12
Other revenue	45	20	36	46	46	47	48	49	50	53	55	57	59	61
Total Revenue	4,760	4,734	5,430	5,878	6,067	6,195	6,352	6,529	6,731	6,960	7,198	7,446	7,705	7,976
Operating Expenses														
Employee costs	(1,873)	(1,804)	(1,745)	(1,802)	(1,946)	(2,043)	(2,145)	(2,252)	(2,365)	(2,483)	(2,607)	(2,737)	(2,874)	(3,018)
Materials and contracts	(1,363)	(1,105)	(1,885)	(1,633)	(2,090)	(2,195)	(2,305)	(2,489)	(2,688)	(2,903)	(3,135)	(3,386)	(3,674)	(4,005)
Utility charges (electricity, gas, water etc.)	(49)	(47)	(53)	(52)	(58)	(60)	(62)	(64)	(67)	(70)	(73)	(75)	(77)	(79)
Depreciation on non-current assets	(1,895)	(1,971)	(2,052)	(2,090)	(1,929)	(1,935)	(1,938)	(1,929)	(1,917)	(1,894)	(1,891)	(1,882)	(1,877)	(1,876)
Loss on Asset Disposal	(2)	(23)	-	-	-	-	-	-	-	-	-	-	-	-
Interest Expense	(8)	(6)	(4)	(2)	-	-	-	(5)	(9)	(14)	(14)	(14)	(9)	(5)
Insurance expense	(152)	(163)	(160)	(168)	(170)	(175)	(180)	(185)	(191)	(197)	(203)	(209)	(215)	(221)
Other expenditure	(128)	(100)	(113)	(112)	(115)	(121)	(127)	(133)	(140)	(147)	(154)	(162)	(170)	(179)
Total Expenses	(5,470)	(5,219)	(6,012)	(5,859)	(6,308)	(6,529)	(6,757)	(7,057)	(7,377)	(7,708)	(8,077)	(8,465)	(8,896)	(9,383)
FUNDING FROM GENERAL OPERATIONS	(710)	(485)	(582)	19	(241)	(334)	(405)	(528)	(646)	(748)	(879)	(1,019)	(1,191)	(1,407)
Funding Position Adjustments														
Depreciation on non-current assets	1,895	1,971	2,052	2,090	1,929	1,935	1,938	1,929	1,917	1,894	1,891	1,882	1,877	1,876
Net profit and losses on Disposal	28	(19)	73	87	60	50	50	50	50	50	50	50	50	50
Other Non Cash Items	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NET OPERATIONS	1,923	1,952	2,125	2,177	1,989	1,985	1,988	1,979	1,967	1,944	1,941	1,932	1,927	1,926
Strategic Projects and New Assets														
Strategic-Capital	-	-	-	-	(416)	(774)	(15)	-	-	-	-	-	-	-
NET FUNDING BEFORE FINANCING	-	-	-	-	(416)	(774)	(15)	-	-	-	-	-	-	-
Asset Renewal														
Acquisitions														
Property Plant and Equipment	(574)	(518)	(522)	(837)	(516)	(610)	(665)	(655)	(530)	(390)	(595)	(550)	(575)	(595)
Infrastructure - Roads	(1,321)	(1,843)	(1,459)	(1,875)	(2,102)	(1,617)	(1,365)	(1,227)	(1,099)	(1,148)	(1,082)	(1,243)	(1,243)	(1,040)
Proceeds on Disposal	(58)	(102)	(30)	(28)	(85)	(165)	(118)	(199)	(103)	(69)	(110)	(128)	(125)	(96)
Non-Operating grants, subsidies and contributions	1,139	1,515	1,228	1,529	1,338	1,397	1,229	1,085	1,061	1,094	1,050	1,157	1,157	1,010
NET FUNDING BEFORE FINANCING	(814)	(948)	(783)	(1,211)	(1,365)	(995)	(919)	(996)	(671)	(512)	(737)	(764)	(786)	(721)
Financing														
Inflows														
Transfer from Reserves (Utalisation)	258	63	35	378	250	175	175	175	175	325	300	300	260	150
New Borrowings	-	-	-	-	-	-	200	200	200	-	-	-	-	-
Outflows														
Transfer to Reserves (Increasing)	(304)	(70)	(356)	(536)	(234)	(166)	(267)	(272)	(276)	(231)	(232)	(233)	(234)	(236)
Repayment of Past Borrowings	(99)	(69)	(46)	(42)	-	-	-	(40)	(80)	(120)	(120)	(120)	(80)	(40)
NET FINANCING	(145)	(76)	(367)	(200)	16	9	108	63	19	(26)	(52)	(53)	(54)	(126)
Period Balances														
Opening Balance	1,428	1,683	2,610	3,585	4,351	4,334	4,226	4,983	5,502	6,171	6,829	7,102	7,198	7,095
Closing Balance	1,683	2,610	3,585	4,351	4,334	4,226	4,983	5,502	6,171	6,829	7,102	7,198	7,095	6,767

SHIRE OF CHAPMAN VALLEY					Long Term Financial Plan									
Capital Contributions														
					Predictions									
Actual					1	2	3	4	5	6	7	8	9	10
18-19	19-20	20-21	21-22		22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Asset Renewal					Link									
Roads to Recovery	244,109	328,620	328,260	328,260	328,620	328,620	328,620	328,620	328,620	328,620	328,620	328,620	328,620	328,620
Regional Road Group Funding	883,666	1,186,000	900,000	1,199,800	1,009,060	1,068,000	900,000	756,000	732,667	765,067	721,387	828,667	828,667	680,880
Closing balance	1,127,775	1,514,620	1,228,260	1,528,060	1,337,680	1,396,620	1,228,620	1,084,620	1,061,287	1,093,687	1,050,007	1,157,287	1,157,287	1,009,500
Grant Utilisation					Information Only									
Infrastructure	1,127,775	1,514,620	1,228,260	1,528,060	1,337,680	1,396,620	1,228,620	1,084,620	1,061,287	1,093,687	1,050,007	1,157,287	1,157,287	1,009,500
Land Use	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Enrichment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Governance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Creating Opportunities	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	1,127,775	1,514,620	1,228,260	1,528,060	1,337,680	1,396,620	1,228,620	1,084,620	1,061,287	1,093,687	1,050,007	1,157,287	1,157,287	1,009,500
Variance	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SHIRE OF CHAPMAN VALLEY Strategic (New) Projects											Long Term F
Doc Ref	STRATEGIC REFERENCE	Predictions									
		1 22-23	2 23-24	3 24-25	4 25-26	5 26-27	6 27-28	7 28-29	8 29-30	9 30-31	10 31-32
Summary											
Capital											
	New Land	-	-	-	-	-	-	-	-	-	-
	New Buildings	415,543	774,000	15,000	-	-	-	-	-	-	-
	New Plant & Equip	-	-	-	-	-	-	-	-	-	-
	New Furn & Equip	-	-	-	-	-	-	-	-	-	-
	New Infra. Roads	-	-	-	-	-	-	-	-	-	-
	New Infra. Other	-	-	-	-	-	-	-	-	-	-
	Borrowings	(175,000)	-	-	-	-	-	-	-	-	-
	Cash Reserves	-	-	-	-	-	-	-	-	-	-
	Proceeds from Sale of Asset	-	-	-	-	-	-	-	-	-	-
	Grants and Contributions	(85,056)	(365,437)	-	-	-	-	-	-	-	-
	Net Capital	155,487	408,563	15,000	-	-	-	-	-	-	-
One Community Enrichment											
3.1.1	Bill Hemsley Park Developments										
Capital											
	New Land										
	New Buildings		525,000	15,000							
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings										
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions		(365,437)								
	Net Capital	-	159,563	15,000	-	-	-	-	-	-	-
	Net Community Enrichment	-	159,563	15,000	-	-	-	-	-	-	-
Two Community Services											
4.1.1	Nanson Showgrounds										
Capital											
	New Land										
	New Buildings	105,056	75,000								
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings										
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions	(85,056)									
	Net Capital	20,000	75,000	-	-	-	-	-	-	-	-
4.1.2 Nabawa Museum & Old Road Board Precinct											
Capital											
	New Land										

SHIRE OF CHAPMAN VALLEY Strategic (New) Projects											Long Term Financial Plan
Doc Ref	STRATEGIC REFERENCE	Predictions									
		1 22-23	2 23-24	3 24-25	4 25-26	5 26-27	6 27-28	7 28-29	8 29-30	9 30-31	10 31-32
	New Buildings		10,000								
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings										
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions										
	Net Capital	-	10,000	-	-	-	-	-	-	-	-
4.1.3	Nabawa Community Centre & Sports Pavilion Capital										
	New Land										
	New Buildings	45,287	39,000								
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings										
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions										
	Net Capital	45,287	39,000	-	-	-	-	-	-	-	-
4.1.4	Yuna Townsite & Greater Region Capital										
	New Land										
	New Buildings	9,000	25,000								
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings										
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions										
	Net Capital	9,000	25,000	-	-	-	-	-	-	-	-
4.1.5	Coronation Beach Capital										
	New Land										
	New Buildings		20,000								
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings										

SHIRE OF CHAPMAN VALLEY Strategic (New) Projects											Long Term Financial Plan
Doc Ref	STRATEGIC REFERENCE	Predictions									
		1 22-23	2 23-24	3 24-25	4 25-26	5 26-27	6 27-28	7 28-29	8 29-30	9 30-31	10 31-32
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions										
	Net Capital	-	20,000	-	-	-	-	-	-	-	-
	Net Community Services										
4.1.6	Howatharra Region Capital										
	New Land										
	New Buildings		10,000								
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings										
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions										
	Net Capital	-	10,000	-	-	-	-	-	-	-	-
	Net Community Services										
Three	Governance										
5.1.1	Nabawa Office & Depot Capital										
	New Land										
	New Buildings	256,200	70,000								
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings	(175,000)									
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions										
	Net Capital	81,200	70,000	-	-	-	-	-	-	-	-
	Net Governance										

SHIRE OF CHAPMAN VALLEY Property, Plant and Equipment					Long Term Financial Plan										
					Predictions										
Actual					1	2	3	4	5	6	7	8	9	10	
18-19					22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	
SUMMARY OF PPE															
Class Summary Totals	Link/Notes														
Opening Balance		20,433,585	19,878,219	18,972,173	19,840,666	22,269,604	23,115,647	24,334,647	24,897,147	25,353,147	25,780,147	26,101,647	26,586,647	27,008,647	27,458,647
Accumulated Depreciation		(2,169,368)	(552,670)	(1,213,493)	(2,031,079)	(2,830,552)	(3,573,560)	(4,317,723)	(5,063,571)	(5,800,304)	(6,525,394)	(7,228,179)	(7,928,766)	(8,620,142)	(9,306,078)
Written Down Value	Balance Sheet	18,264,217	19,325,549	17,758,680	17,809,587	19,439,052	19,542,087	20,016,924	19,833,576	19,552,843	19,254,753	18,873,468	18,657,881	18,388,505	18,152,569
Additions															
Assets at no cost		-	-	-	-	-	-	-	-	-	-	-	-	-	-
New		152,023	134,561	376,199	100,683	415,543	774,000	15,000	-	-	-	-	-	-	-
Renewal		574,335	518,488	522,013	836,812	515,500	610,000	665,000	655,000	530,000	390,000	595,000	550,000	575,000	595,000
Disposals															
Cost	Asset write out	(57,842)	(102,090)	(29,719)	(28,144)	(85,000)	(165,000)	(117,500)	(199,000)	(103,000)	(68,500)	(110,000)	(128,000)	(125,000)	(96,000)
Write offs		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation															
Increment	Balance sheet	477,526	104,493	-	1,559,722	-	-	-	-	-	-	-	-	-	-
Decrement	Balance sheet	-	(1,448,092)	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation															
Depreciation Charge	Income statement	(759,750)	(774,229)	(817,586)	(804,589)	(743,008)	(744,163)	(745,848)	(736,733)	(725,089)	(702,785)	(700,588)	(691,376)	(685,935)	(686,167)
Closing balance WDV	Balance sheet	18,650,509	17,758,680	17,809,587	19,474,071	19,542,087	20,016,924	19,833,576	19,552,843	19,254,754	18,873,468	18,657,880	18,388,505	18,152,570	17,965,402
Funding Sources	Link/Notes														
Proceeds on sale	Source for RSS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings		(211,681)	-	-	(27,886)	-	-	-	-	-	-	-	-	-	-
Private Contributions		-	-	(25,000)	-	-	-	-	-	-	-	-	-	-	-
Government Grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Contributions		(211,681)	-	(25,000)	(27,886)	-	-	-	-	-	-	-	-	-	-
Net Cost General Purpose Revenue		514,677	653,049	873,212	909,609	931,043	1,384,000	680,000	655,000	530,000	390,000	595,000	550,000	575,000	595,000
Gains or losses on disposal	Link/Notes														
Gains on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains or Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-
					Predictions										
Actual					1	2	3	4	5	6	7	8	9	10	
18-19					22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	
LAND & BUILDINGS															
Class Summary Totals	Link/Notes														
Opening Balance		15,512,124	15,664,147	14,381,028	14,757,227	16,417,632	16,833,175	17,607,175	17,622,175	17,622,175	17,622,175	17,622,175	17,622,175	17,622,175	17,622,175
Accumulated Depreciation		(211,083)	(445,227)	(675,665)	(914,886)	(1,166,311)	(1,401,314)	(1,644,402)	(1,884,068)	(2,120,140)	(2,352,671)	(2,581,713)	(2,807,320)	(3,029,543)	(3,248,432)
Written down Value	Balance Sheet	15,301,041	15,218,920	13,705,363	13,842,341	15,251,321	15,431,861	15,962,773	15,738,107	15,502,035	15,269,504	15,040,462	14,814,855	14,592,632	14,373,743
Additions															
Assets at no cost	Free or discounted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New		152,023	134,561	376,199	100,683	415,543	774,000	15,000	-	-	-	-	-	-	-
Asset Reclassification		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Renewal	Replacing Existing	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals															
Written Down Value	Asset write out	-	(74,081)	-	-	-	-	-	-	-	-	-	-	-	-
Write offs		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation															
Increment	Balance sheet	-	-	-	1,559,722	-	-	-	-	-	-	-	-	-	-
Decrement	Balance sheet	-	(1,343,599)	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation															
Depreciation Charge	Income statement	(234,144)	(230,438)	(239,221)	(251,425)	(235,003)	(243,088)	(239,667)	(236,072)	(232,531)	(229,043)	(225,607)	(222,223)	(218,889)	(215,606)
Closing balance WDV		15,218,920	13,705,363	13,842,341	15,251,321	15,431,861	15,962,773	15,738,107	15,502,035	15,269,504	15,040,462	14,814,855	14,592,632	14,373,743	14,158,136

SHIRE OF CHAPMAN VALLEY					Long Term Financial Plan									
Property, Plant and Equipment														
Funding Sources					Link/Notes									
Proceeds on sale	Source for RSS	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Contributions	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Reserve Transfers	Information only	(32,961)	-	(25,000)	-	-	-	-	-	-	-	-	-	-
Government Grants	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Contributions		(32,961)	-	(25,000)	-	-	-	-	-	-	-	-	-	-
Net Cost		119,062	134,561	351,199	100,683	415,543	774,000	15,000	-	-	-	-	-	-
Gains or losses on disposal					Link/Notes									
Gains on Disposal	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Losses on Disposal	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains or Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-
					Predictions									
					1	2	3	4	5	6	7	8	9	10
					22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Tools and Equipment					Notes									
Class Summary Totals					Link/Notes									
Opening Balance		144,705	161,033	56,540	80,185	80,185	80,185	80,185	80,185	80,185	80,185	80,185	80,185	80,185
Accumulated Depreciation		(63,334)	(104,493)	(7,232)	(15,734)	(26,276)	(32,206)	(37,484)	(42,181)	(46,361)	(50,082)	(53,393)	(56,340)	(58,963)
Written down Value	Balance Sheet	81,371	56,540	49,308	64,451	53,909	47,979	42,701	38,004	33,824	30,103	26,792	23,845	21,222
Additions														
Assets at no cost	Free or discounted	-	-	-	-	-	-	-	-	-	-	-	-	-
New		-	-	-	-	-	-	-	-	-	-	-	-	-
Renewal	Replacing Existing	6,069		23,645	30,638	-	-	-	-	-	-	-	-	-
Disposals														
Cost	Asset write out					-	-	-	-	-	-	-	-	-
Write offs						-	-	-	-	-	-	-	-	-
Revaluation														
Increment	Balance sheet	10,259	104,493			-	-	-	-	-	-	-	-	-
Decrement	Balance sheet		(104,493)			-	-	-	-	-	-	-	-	-
Depreciation														
Depreciation Charge	Income statement	(41,159)	(7,232)	(8,502)	(10,542)	(5,930)	(5,278)	(4,697)	(4,180)	(3,721)	(3,311)	(2,947)	(2,623)	(2,334)
Closing balance WDV	Balance sheet	56,540	49,308	64,451	84,547	47,979	42,701	38,004	33,824	30,103	26,792	23,845	21,222	18,887
Funding Sources					Link/Notes									
Proceeds on sale	Source for RSS	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings		-	-	-	-	-	-	-	-	-	-	-	-	-
Private Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cost General Purpose Revenue		6,069	-	23,645	30,638	-	-	-	-	-	-	-	-	-
Gains or losses on disposal					Link/Notes									
Gains on Disposal	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Losses on Disposal	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains or Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-

SHIRE OF CHAPMAN VALLEY Property, Plant and Equipment					Long Term Financial Plan										
		Actual		Calc Base	Predictions										
PLANT AND EQUIPMENT	Notes	18-19	19-20	20-21	21-22	1	2	3	4	5	6	7	8	9	10
Class Summary Totals		Link/Notes				22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Opening Balance		4,515,757	3,860,368	4,344,856	4,804,253	5,572,786	6,003,286	6,448,286	6,995,786	7,451,786	7,878,786	8,200,286	8,685,286	9,107,286	9,557,286
Accumulated Depreciation		(1,829,369)	-	(526,743)	(1,092,373)	(1,629,879)	(2,110,954)	(2,588,060)	(3,072,910)	(3,554,586)	(4,030,248)	(4,488,953)	(4,950,549)	(5,407,790)	(5,864,235)
Written down Value	Balance Sheet	2,686,388	3,860,368	3,818,113	3,711,880	3,942,907	3,892,332	3,860,226	3,922,876	3,897,200	3,848,538	3,711,333	3,734,737	3,699,496	3,693,051
Additions															
Assets at no cost	Free or discounted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Renewal	Plant Replacement	567,493	518,488	489,116	796,677	515,500	610,000	665,000	655,000	530,000	390,000	595,000	550,000	575,000	595,000
Disposals															
Cost	Asset write out	(57,435)	(28,009)	(29,719)	(28,144)	(85,000)	(165,000)	(117,500)	(199,000)	(103,000)	(68,500)	(110,000)	(128,000)	(125,000)	(96,000)
Asset Reclassification						-	-	-	-	-	-	-	-	-	-
Revaluation															
Increment	Balance sheet	428,935				-	-	-	-	-	-	-	-	-	-
Decrement	Balance sheet					-	-	-	-	-	-	-	-	-	-
Depreciation															
Depreciation Charge	Income statement	(440,053)	(532,734)	(565,630)	(537,506)	(481,075)	(477,107)	(484,850)	(481,676)	(475,662)	(458,704)	(461,597)	(457,241)	(456,445)	(461,126)
Closing balance WDV	Balance sheet	3,185,328	3,818,113	3,711,880	3,942,907	3,892,332	3,860,226	3,922,876	3,897,200	3,848,538	3,711,333	3,734,737	3,699,496	3,693,051	3,730,926
Funding Sources	Link/Notes														
Proceeds on sale	Source for RSS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reserves Transfers		(211,681)	-	-	(27,886)	-	-	-	-	-	-	-	-	-	-
Private Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Contributions		(211,681)	-	-	(27,886)	-	-	-	-	-	-	-	-	-	-
Net Cost General Purpose Revenue		355,812	518,488	489,116	768,791	515,500	610,000	665,000	655,000	530,000	390,000	595,000	550,000	575,000	595,000
Gains or losses on disposal	Link/Notes														
Gains on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains or Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-

SHIRE OF CHAPMAN VALLEY Property, Plant and Equipment					Long Term Financial Plan										
					Predictions										
		Actual			Calc Base	1	2	3	4	5	6	7	8	9	10
FURNITURE AND EQUIPMENT	Notes	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Class Summary Totals		Link/Notes													
Opening Balance		260,999	192,671	189,749	199,001	199,001	199,001	199,001	199,001	199,001	199,001	199,001	199,001	199,001	199,001
Accumulated Depreciation		(65,582)	(2,950)	(3,853)	(8,086)	(8,086)	(29,087)	(47,777)	(64,412)	(79,217)	(92,393)	(104,120)	(114,557)	(123,846)	(132,113)
Written down Value	Balance Sheet	195,417	189,721	185,896	190,915	190,915	169,914	151,224	134,589	119,784	106,608	94,881	84,444	75,155	66,888
Additions															
Assets at no cost	Free or discounted					-	-	-	-	-	-	-	-	-	-
New		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Renewal		773	-	9,252	9,497	-	-	-	-	-	-	-	-	-	-
Disposals															
Written Down Value	Asset write out	(407)				-	-	-	-	-	-	-	-	-	-
Write offs						-	-	-	-	-	-	-	-	-	-
Revaluation															
Increment	Balance sheet	38,332				-	-	-	-	-	-	-	-	-	-
Decrement	Balance sheet					-	-	-	-	-	-	-	-	-	-
Depreciation															
Depreciation Charge	Income statement	(44,394)	(3,825)	(4,233)	(5,116)	(21,001)	(18,691)	(16,635)	(14,805)	(13,176)	(11,727)	(10,437)	(9,289)	(8,267)	(7,358)
Closing balance WDV	Balance sheet	189,721	185,896	190,915	195,296	169,914	151,224	134,589	119,784	106,608	94,881	84,444	75,155	66,888	59,531
Funding Sources		Link/Notes													
Proceeds on sale	Source for RSS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cost General Purpose Revenue		773	-	9,252	9,497	-	-	-	-	-	-	-	-	-	-

					SHIRE OF CHAPMAN VALLEY Roadworks Construction					Long Term Financial Plan					
INFRASTRUCTURE ROADWORKS		Actual				Projections/Predictions									
		18-19	19-20	20-21	21-22	1 22-23	2 23-24	3 24-25	4 25-26	5 26-27	6 27-28	7 28-29	8 29-30	9 30-31	10 31-32
Notes	Link														
Class Summary Totals															
Opening Balance		120,977,863	122,298,978	124,141,815	125,600,352	122,003,218	124,105,528	125,722,528	127,087,528	128,314,028	129,413,028	130,560,628	131,642,708	132,885,708	134,128,708
Accumulated Depreciation		(1,343,230)	(2,311,383)	(3,314,178)	(4,368,837)	(5,472,054)	(6,658,389)	(7,849,030)	(9,041,415)	(10,234,141)	(11,425,930)	(12,617,277)	(13,807,531)	(14,998,313)	(16,189,617)
Written down Value		119,634,633	119,987,595	120,827,637	121,231,515	116,531,164	117,447,139	117,873,498	118,046,113	118,079,887	117,987,098	117,943,351	117,835,177	117,887,395	117,939,091
Additions															
Assets at no cost	Free or discounted														
Renewal Priority One	Priority 1	1,321,115	1,842,837	1,458,537	1,874,920	2,102,310	1,617,000	1,365,000	1,226,500	1,099,000	1,147,600	1,082,080	1,243,000	1,243,000	1,040,320
Disposals															
Write offs															
Revaluation															
Increment	Balance sheet		-	-	-	-	-	-	-	-	-	-	-	-	-
Decrement	Balance sheet	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation															
Depreciation Charge	Income statement	(968,153)	(1,002,795)	(1,054,659)	(1,103,217)	(1,186,335)	(1,190,641)	(1,192,385)	(1,192,726)	(1,191,789)	(1,191,347)	(1,190,254)	(1,190,782)	(1,191,304)	(1,189,794)
Closing balance WDV	Balance sheet	119,987,595	120,827,637	121,231,515	122,003,218	117,447,139	117,873,498	118,046,113	118,079,887	117,987,098	117,943,351	117,835,177	117,887,395	117,939,091	117,789,617
Funding Sources															
Information															
Proceeds on sale															
Borrowings															
Private Contributions															
Government Grants		(1,127,775)	(1,514,620)	(1,228,260)	(1,529,197)	(1,757,680)	(1,396,620)	(1,243,620)	(1,099,620)	(1,076,287)	(1,108,687)	(1,065,007)	(1,172,287)	(1,172,287)	(1,024,500)
Total Capital Contributions		(1,127,775)	(1,514,620)	(1,228,260)	(1,529,197)	(1,757,680)	(1,396,620)	(1,243,620)	(1,099,620)	(1,076,287)	(1,108,687)	(1,065,007)	(1,172,287)	(1,172,287)	(1,024,500)
Net Cost General Purpose Revenue		193,340	328,217	230,277	345,723	344,630	220,380	121,380	126,880	22,713	38,913	17,073	70,713	70,713	15,820

		SHIRE OF CHAPMAN VALLEY RESERVES				Long Term Financial Plan									
SUMMARY RESERVES		Actual				Projections/Predictions									
LG PURPOSES	Notes	18-19	19-20	20-21	21-22	1 22-23	2 23-24	3 24-25	4 25-26	5 26-27	6 27-28	7 28-29	8 29-30	9 30-31	10 31-32
Summary	Link														
Opening balance	Balance Sheet	786,850	832,617	839,451	1,160,487	1,318,066	1,301,730	1,292,349	1,384,148	1,481,291	1,582,210	1,487,899	1,419,585	1,352,512	1,326,192
Increasing	Funding statement	304,026	69,729	355,536	535,579	233,664	165,619	266,798	272,143	275,919	230,690	231,686	232,927	233,939	235,796
Utilisation	Funding statement	(258,259)	(62,895)	(34,500)	(378,000)	(250,000)	(175,000)	(175,000)	(175,000)	(175,000)	(325,000)	(300,000)	(300,000)	(260,259)	(150,001)
Closing balance	Balance sheet	832,617	839,451	1,160,487	1,318,066	1,301,730	1,292,349	1,384,148	1,481,291	1,582,210	1,487,899	1,419,585	1,352,512	1,326,192	1,411,988
Reserves		Link													

SHIRE OF CHAPMAN VALLEY RESERVES						Long Term Financial Plan									
SUMMARY RESERVES LG PURPOSES		Actual				Projections/Predictions									
		18-19	19-20	20-21	21-22	1	2	3	4	5	6	7	8	9	10
Notes		22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32				
Leave Reserve															
Opening balance	Balance Sheet	115,054	115,552	115,678	115,716	165,740	167,204	169,210	171,410	174,153	177,200	180,638	184,486	188,766	193,504
Increasing	Funding statement	498	126	38	50,024	1,464	2,006	2,200	2,743	3,048	3,438	3,848	4,280	4,738	5,225
Utilisation	Funding statement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing balance	Balance sheet	115,552	115,678	115,716	165,740	167,204	169,210	171,410	174,153	177,200	180,638	184,486	188,766	193,504	198,728
Water Strategy Reserve															
Opening balance	Balance Sheet	14,164	14,225	14,240	14,245	14,248	14,368	14,539	14,726	14,958	15,216	15,506	15,830	16,190	16,587
Increasing	Funding statement	61	15	5	3	120	171	187	233	258	290	324	360	397	437
Utilisation	Funding statement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing balance	Balance sheet	14,225	14,240	14,245	14,248	14,368	14,539	14,726	14,958	15,216	15,506	15,830	16,190	16,587	17,025
Plant/Light Vehicle Reserve															
Opening balance	Balance Sheet	213,579	256,599	256,877	547,211	519,325	420,949	426,000	431,538	438,443	446,116	454,770	464,457	475,232	487,161
Increasing	Funding statement	254,701	278	290,334	250,114	51,624	155,051	155,538	156,905	157,673	158,655	159,687	160,775	161,928	163,153
Utilisation	Funding statement	(211,681)	-	-	(278,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,001)
Closing balance	Balance sheet	256,599	256,877	547,211	519,325	420,949	426,000	431,538	438,443	446,116	454,770	464,457	475,232	487,161	500,313
Unspent Grant Reserve															
Opening balance	Balance Sheet	13,617	47,013	9,500	-	-	-	-	-	-	-	-	-	-	-
Increasing	Funding statement	47,013	9,534	-	-	-	-	-	-	-	-	-	-	-	-
Utilisation	Funding statement	(13,617)	(47,047)	(9,500)	-	-	-	-	-	-	-	-	-	-	-
Closing balance	Balance sheet	47,013	9,500	-	-	-	-	-	-	-	-	-	-	-	-
Computer & Office Equipment Reserve															
Opening balance	Balance Sheet	39,537	39,708	39,751	39,763	39,772	165,124	142,105	118,953	95,856	72,534	73,941	75,516	77,268	79,207
Increasing	Funding statement	171	43	12	9	125,352	1,981	1,847	1,903	1,677	1,407	1,575	1,752	1,939	2,139
Utilisation	Funding statement	-	-	-	-	-	(25,000)	(25,000)	(25,000)	(25,000)	-	-	-	-	-
Closing balance	Balance sheet	39,708	39,751	39,763	39,772	165,124	142,105	118,953	95,856	72,534	73,941	75,516	77,268	79,207	81,346

					SHIRE OF CHAPMAN VALLEY RESERVES										Long Term Financial Plan
SUMMARY RESERVES		Actual				Projections/Predictions									
		18-19	19-20	20-21	21-22	1	2	3	4	5	6	7	8	9	10
LG PURPOSES	Notes					22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Legal Reserve															
Opening balance	Balance Sheet	39,807	39,980	40,023	40,036	40,044	40,396	40,881	41,412	42,075	42,811	43,642	44,571	45,605	46,750
Increasing	Funding statement	173	43	13	8	352	485	531	663	736	831	930	1,034	1,145	1,262
Utilisation	Funding statement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing balance	Balance sheet	39,980	40,023	40,036	40,044	40,396	40,881	41,412	42,075	42,811	43,642	44,571	45,605	46,750	48,012
Land Development Reserve															
Opening balance	Balance Sheet	51,803	52,028	52,084	52,101	72,112	72,744	73,617	74,574	75,767	77,093	78,589	80,263	82,125	84,186
Increasing	Funding statement	225	56	17	20,011	632	873	957	1,193	1,326	1,496	1,674	1,862	2,061	2,273
Utilisation	Funding statement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing balance	Balance sheet	52,028	52,084	52,101	72,112	72,744	73,617	74,574	75,767	77,093	78,589	80,263	82,125	84,186	86,459
Infrastructure Reserve															
Opening balance	Balance Sheet	101,621	102,060	102,171	167,224	282,596	285,092	288,513	392,264	498,540	607,264	494,045	404,569	313,955	261,576
Increasing	Funding statement	439	111	65,053	115,372	2,496	3,421	103,751	106,276	108,724	61,781	60,523	59,386	57,880	57,063
Utilisation	Funding statement	-	-	-	-	-	-	-	-	-	(175,000)	(150,000)	(150,000)	(110,259)	-
Closing balance	Balance sheet	102,060	102,171	167,224	282,596	285,092	288,513	392,264	498,540	607,264	494,045	404,569	313,955	261,576	318,638
Building Reserve															
Opening balance	Balance Sheet	181,902	149,618	209,127	184,191	184,229	135,853	137,483	139,271	141,499	143,975	146,768	149,894	153,372	157,222
Increasing	Funding statement	677	59,509	64	100,038	51,624	1,630	1,787	2,228	2,476	2,793	3,126	3,478	3,850	4,245
Utilisation	Funding statement	(32,961)	-	(25,000)	(100,000)	(100,000)	-	-	-	-	-	-	-	-	-
Closing balance	Balance sheet	149,618	209,127	184,191	184,229	135,853	137,483	139,271	141,499	143,975	146,768	149,894	153,372	157,222	161,467
Landcare Reserve															
Opening balance	Balance Sheet	15,766	15,834	-	-	-	-	-	-	-	-	-	-	-	-
Increasing	Funding statement	68	14	-	-	-	-	-	-	-	-	-	-	-	-
Utilisation	Funding statement	-	(15,848)	-	-	-	-	-	-	-	-	-	-	-	-
Closing balance	Balance sheet	15,834	-	-	-	-	-	-	-	-	-	-	-	-	-

SHIRE OF CHAPMAN VALLEY						Long Term Financial Plan									
Borrowings															
BORROWINGS	Notes	Actual		Calc Base	21-22	Predictions									
		18-19	19-20			20-21	1 22-23	2 23-24	3 24-25	4 25-26	5 26-27	6 27-28	7 28-29	8 29-30	9 30-31
Summary		Link													
Opening balance	Balance Sheet	255,883	156,747	88,121	42,125	-	-	-	-	-	-	-	-	-	-
New borrowings	Funding statement	-	-	-	-	-	-	200,000	200,000	200,000	-	-	-	-	-
Principal repayments	Funding statement	(99,136)	(68,626)	(45,996)	(42,125)	-	-	-	(40,000)	(80,000)	(120,000)	(120,000)	(120,000)	(80,000)	(40,000)
Closing balance	Balance sheet	156,747	88,121	42,125	-	-	-	200,000	160,000	120,000	(120,000)	(120,000)	(120,000)	(80,000)	(40,000)
Interest expense	Income statement	(7,713)	(4,480)	(2,018)	(798)	-	-	-	(4,500)	(9,000)	(13,500)	(13,500)	(13,500)	(9,000)	(4,500)
Total Principal and Interest	Information only	(106,849)	(73,106)	(48,014)	(42,923)	-	-	-	(44,500)	(89,000)	(133,500)	(133,500)	(133,500)	(89,000)	(44,500)
LG PURPOSES		Notes													
Link															
Loan 89 - Community Centre Upgrades															
Opening balance	Balance Sheet	23,395	14,452	4,961	-	-	-	-	-	-	-	-	-	-	-
New borrowings	Funding statement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal repayments	Funding statement	(8,943)	(9,491)	(4,961)	-	-	-	-	-	-	-	-	-	-	-
Closing balance	Balance sheet	14,452	4,961	-	-	-	-	-	-	-	-	-	-	-	-

SHIRE OF CHAPMAN VALLEY										Long Term Financial Plan						
Borrowings																
BORROWINGS	Notes	Actual				Calc Base	Predictions									
		18-19	19-20	20-21	21-22	1	2	3	4	5	6	7	8	9	10	
						22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	
Loan 96 - Side Tipper & Water Tanker																
Opening balance	Balance Sheet	32,561		-	-	-	-	-	-	-	-	-	-	-	-	
New borrowings	Funding statement	-		-	-	-	-	-	-	-	-	-	-	-	-	
Principal repayments	Funding statement	(32,561)		-	-	-	-	-	-	-	-	-	-	-	-	
Closing balance	Balance sheet	-	-		-	-	-	-	-	-	-	-	-	-	-	
Loan 97 - Grader																
Opening balance	Balance Sheet	37,857	19,163		-	-	-	-	-	-	-	-	-	-	-	
New borrowings	Funding statement	-			-	-	-	-	-	-	-	-	-	-	-	
Principal repayments	Funding statement	(18,694)	(19,163)		-	-	-	-	-	-	-	-	-	-	-	
Closing balance	Balance sheet	19,163	-	-	-	-	-	-	-	-	-	-	-	-	-	
Loan 98 - Hemsley Park Building																
Opening balance	Balance Sheet	162,070	123,132	83,160	42,125	-	-	-	-	-	-	-	-	-	-	
New borrowings	Funding statement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Principal repayments	Funding statement	(38,938)	(39,972)	(41,035)	(42,125)	-	-	-	-	-	-	-	-	-	-	
Closing balance	Balance sheet	123,132	83,160	42,125	-	-	-	-	-	-	-	-	-	-	-	
Interest expense	Income statement	(7,713)	(4,480)	(2,018)	(798)	-	-	-	-	-	-	-	-	-	-	
Total Principal and Interest	Information only	(106,849)	(73,106)	(48,014)	(42,923)	-	-	-	-	-	-	-	-	-	-	
Loan 99 - 101																
Opening balance	Balance Sheet	-	-	-	-	-	-	-	200,000	360,000	480,000	360,000	240,000	120,000	40,000	
New borrowings	Funding statement	-	-	-	-	-	-	200,000	200,000	200,000	-	-	-	-	-	
Principal repayments	Funding statement	-	-	-	-	-	-	-	(40,000)	(80,000)	(120,000)	(120,000)	(120,000)	(80,000)	(40,000)	
Closing balance	Balance sheet	-	-	-	-	-	-	200,000	360,000	480,000	360,000	240,000	120,000	40,000	-	
Interest expense	Income statement	-	-	-	-	-	-	-	(4,500)	(9,000)	(13,500)	(13,500)	(13,500)	(9,000)	(4,500)	
Total Principal and Interest	Information only	-	-	-	-	-	-	-	(44,500)	(89,000)	(133,500)	(133,500)	(133,500)	(89,000)	(44,500)	
Allocated Purpose						Information										
Infrastructure						-	-	-	-	-	-	-	-	-	-	
Plant & Equipment						-	-	200,000	200,000	200,000	-	-	-	-	-	
Total						-	-	200,000	200,000	200,000	-	-	-	-	-	
Variance						-	-	-	-	-	-	-	-	-	-	



ASSET MANAGEMENT PLAN

April 2023

Council Endorsed: July 2017 – Minute Ref: 07/17-6
Desktop Update - July 2018;
Desktop Update - February 2020
Desktop Update - February 2021
Desktop Update – January 2022
Desktop Update – April 2023

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Document Status

Adopted	Original Document	November 2013
Reviewed	Modifications undertaken by Shire	July 2017
Reviewed	Modifications undertaken by Shire	Feb 2019
Reviewed	Modifications undertaken by Shire	Jan 2020
Reviewed	Modifications undertaken by Shire	Feb 2021
Reviewed	Modifications undertaken by Shire	Jan 2022
Reviewed	Modifications undertaken by Shire	April 2023

1. INTRODUCTION

1.1 Background

The Asset Management Plan is designed to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements and, in conjunction and reference to the Long-Term Financial Plan, to communicate funding needed to provide the required levels of service.

The Asset Management Plan is to be read with following associated planning documents:

- Ten Year Road Works Program
- Ten Year Plant Replacement Program
- Five Year Building program
- Strategic Community Plan

The infrastructure assets covered by this Asset Management Plan is comprised of:

- Roads Infrastructure
- Plant and Equipment
- Land and Buildings

1.2 Goals and Objectives of Asset Management

The Asset Management Plan is prepared under the direction of Council's vision, mission, goals and objectives.

Our Vision is:

*"We are a thriving community, making the most of our coastline, ranges and rural settings to **SUPPORT** us to **GROW** and **PROSPER**."*

Relevant goals and objectives and how these are addressed in this Asset Management Plan are as follows.

	Objective	Strategy	Action
PHYSICAL & DIGITAL INFRASTRUCTURE			
4.1	Develop, manage, and maintain built infrastructure	Asset Management Plan	Review Asset Management Plan regularly and maintain integration with other Strategic Plans within the Shire
		Development Projects	Review Strategic Community Plan to identify possible development projects and advocate and encourage public private investment
4.2	Manage and maintain roads, drainage, and other essential infrastructure	Capital Road Works Programs	Review Road Hierarchy and 10 Year Road Works Program/ Widen roads and improve storm drainage where practicable
		Plant Replacement Programs	Review Plant Replacement Program

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4.3	Aspire to develop robust communication and digital infrastructure in the Shire	Ongoing engagement with infrastructure and service providers	Continue advocating for improvements to existing infrastructure and introduction of new infrastructure for digital communications wherever practicable
4.4	Advocate for improved power networks	To liaise and advocate with Western Power to strengthen power infrastructure in the Shire	Determine number and length of power outages in Chapman Valley and explore potential for alternative power supplies into the future
4.5	Advocate for improved scheme water supply to townsites	To liaise and advocate with Water Corporation to increase water security with the Shire	Continue advocating for reticulated scheme water supply to various townsites

1.3 Plan Framework

Key elements of the plan are:

- Future demand – how this will impact on future service delivery and how this is to be met
- Life cycle management – how the organisation will manage its existing and future assets to provide the required services
- Financial summary – what funds are required to provide the required services
- Monitoring – how the plan will be monitored to ensure it is meeting the organisation's objectives

2. LEVELS OF SERVICE

2.1 Current Levels of Service

Council has defined service levels in two terms.

Community Levels of Service relate to the service outcomes the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

Community levels of service measures used in the Asset Management Plan are:

Quality	How good is the service?
Function	Does it meet users' needs?
Safety	Is the service safe?

Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities the council undertakes to best achieve the desired community outcomes.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as opening hours, cleaning frequency, mowing frequency
- Maintenance – the activities necessary to retain an assets as near as practicable to its original condition (e.g. road patching, unsealed road grading, building and structure repairs)
- Renewal – the activities return the service capability of an asset up to that which it had originally (e.g. frequency and cost of road resurfacing and pavement reconstruction, plant and building component replacement)
- Upgrade – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing buildings) or a new service that did not exist previously.

2.2 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including residents' feedback to Councillors and staff, service requests and correspondence. Council has yet to quantify desired levels of service. This may be done in future as part of an overall *Service Delivery Review*. However; at this stage Council wishes to maintain its current levels of service.

3. FUTURE DEMAND

Factors affecting demand include population change, changes in demographics, seasonal factors, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness and the like.

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Demand factor trends and impacts on service delivery could be:

Demand factor	Present position	Projection	Impact on services
Population	The population of the Shire of Chapman Valley, as per ABS 2021, was 1556.	It is forecast the population of Chapman Valley will increase over the next 15 years by approximately 500 people. It is expected that there will be growth on the coast.	The increase in population may not make a significant change in demand on the Shire's assets.
Demographics	At the 2021 census it was identified the work age persons represent approximately 63% of the Shire's population whilst persons aged greater than 65 represent 15% of the population.	By 2026 the age profile will see the largest groupings of people living in the Shire, being in the 45 – 74 age years.	The increase in the percentage of an aging population in the community may lead to an increased demand on services.
Tourism	The Strategic Community Plan has an objective to embrace local tourism and regional strategies and trials. The Corporate Business Plan encourages industry support.	Increase in numbers of visitors to the Shire over the next 10 years.	An increase in demand on road infrastructure assets.
Oakajee Strategic Industrial Area.	There is the potential for the development of Oakajee Strategic Industrial Area. The 21/22 State Budget included allocation of \$7.5 million to fund the construction of an access road	This could result in increased economic activity and hence employment.	It is expected progression of this development would result in an increased demand on all Shire facilities and assets.
Community Expectations	The community's expectations around the levels and scope of services provided by the Shire have increased as identified in the Community Strategic Plan consultation.	The increase in expectation is likely to continue.	There will be a requirement to improve the level and quality of services into the future.

4 ROUTINE MAINTENANCE

Routine maintenance is the regular on-going work necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Maintenance includes reactive, planned and specific maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work identified and managed activities including inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Specific maintenance is replacement of higher value components/sub-components of assets undertaken on a regular cycle (e.g. road grading, ongoing plant maintenance & repairs, annual termite inspection/treatment

on buildings, etc.). This work generally falls below the capital programs and will require a specific budget allocation.

Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement. Maintenance work is carried out mainly with in-house knowledge rather than documented maintenance manuals (Council still to confirm this).

Maintenance is funded from the operating budget and grants where available. This is catered for in the operational expenditure section of the Shire's Long Term Financial Plan.

5 RENEWAL/REPLACEMENT PROGRAMS

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

5.1 Renewal plan

Assets requiring renewal are identified by using the Asset Register data to project the renewal costs for renewal years using

The ranking criteria used to determine priority of identified renewal proposals for road infrastructure assets is based on the Shire's Road Hierarchy List, which is reviewed annually. The ranking criteria for other asset types is based on staff knowledge and inspections upon which the programs are developed and amended annually

5.2 Renewal standards

Renewal work is carried out in accordance with the following Standards and Specifications.

- All new road construction is to Regional Road Group standards
- All new building construction is to the Building Code of Australia

5.3 Summary of projected renewal expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in in this Plan and use current day dollars.

6 CREATION/ACQUISITION/UPGRADE PLAN

New works are those works to create a new asset which did not previously exist or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs.

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor, staff or community requests, proposals identified by strategic plans or partnerships with other organisations. Proposals are investigated to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The following programs should be referred to:

- Ten Year Road Works Program
- Ten Year Plant Replacement Program
- Five Year Building program
- Strategic Community Plan

7. DISPOSALS

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or old housing stock no longer required as staff residences.

8. KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

Key assumptions made in this Asset Management Plan are:

- No allowance has been made for inflation

- Renewals and new/upgrade capital forecasts are in accordance with the following annually reviewed Programs:
 - ~ Ten Year Road Works Program
 - ~ Ten Year Plant Replacement Program
 - ~ Five Year Building program
- The average useful life and average remaining life of assets are based on current local knowledge, industry standards, historical trends and condition assessment
- Operations and maintenance forecasts have been based on current expenditure levels and percentages of replacement costs for each asset class

9. PLAN IMPROVEMENT AND MONITORING

9.1 Performance Measures

The effectiveness of the Asset Management Plan can be measured in the following ways:

- The degree to which the required cashflows identified in this Asset Management Plan are incorporated into the organisation's Long Term Financial Plan and community/strategic planning processes and documents

9.2 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during annual budget preparation and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of the budget decision process.

APPENDICES

Appendix A Financial Statements & Supporting Programs

Appendix A

Financial Statements & Supporting Programs

UNCONFIRMED

Shire of Chapman Valley

ASSET MANAGEMENT PLAN

For the period

2022-2023

to

2031-2032

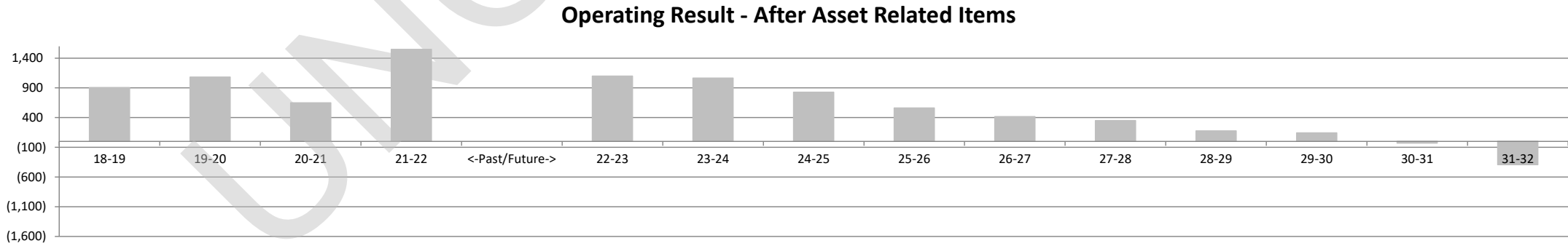
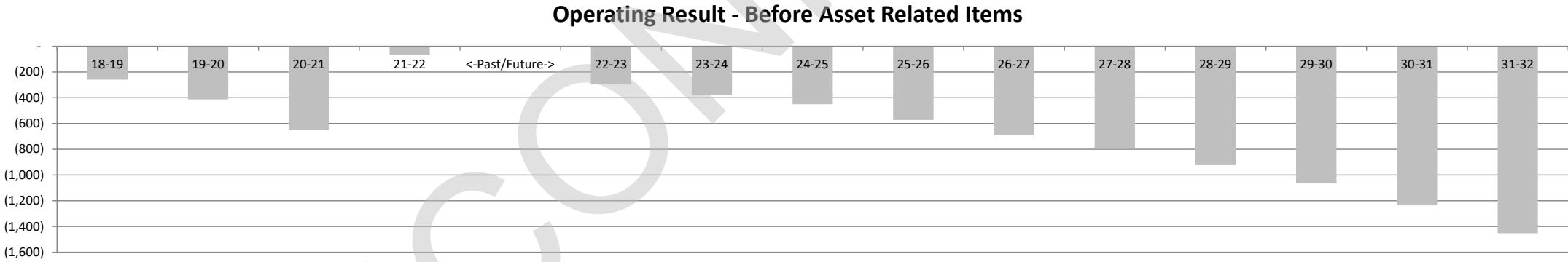


SHIRE OF

Chapman Valley

love the rural life!

SHIRE OF CHAPMAN VALLEY					Long Term Financial Plan									
Income Statement														
INCOME STATEMENT	Actual			Calc Base	Predictions									
	\$('000)	\$('000)	\$('000)	\$('000)	1	2	3	4	5	6	7	8	9	10
	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Operating Revenues (see exclusions below)														
Rates - Base	2,743	2,858	2,854	2,947	3,065	3,172	3,299	3,447	3,619	3,818	4,028	4,250	4,484	4,731
Operating grants, subsidies and contributions	1,550	1,495	2,080	2,408	2,432	2,455	2,477	2,498	2,518	2,537	2,555	2,572	2,587	2,601
Fees and charges	334	303	371	370	433	439	446	453	460	467	474	481	488	495
Interest earnings - General	55	53	16	20	22	22	22	22	23	23	24	24	25	26
Interest earnings - Reserves	3	1	-	-	9	10	10	10	11	12	12	12	12	12
Other revenue	45	20	36	46	46	47	48	49	50	53	55	57	59	61
Fair Value Adjustments to Assets	478	53	3	3	4	4	4	4	4	5	5	5	5	5
Operating Expenses														
Employee costs	(1,873)	(1,804)	(1,745)	(1,802)	(1,946)	(2,043)	(2,145)	(2,252)	(2,365)	(2,483)	(2,607)	(2,737)	(2,874)	(3,018)
Materials and contracts	(1,363)	(1,105)	(1,885)	(1,633)	(2,090)	(2,195)	(2,305)	(2,489)	(2,688)	(2,903)	(3,135)	(3,386)	(3,674)	(4,005)
Utility charges (electricity, gas, water etc.)	(49)	(47)	(53)	(52)	(58)	(60)	(62)	(64)	(67)	(70)	(73)	(75)	(77)	(79)
Depreciation on non-current assets	(1,895)	(1,971)	(2,052)	(2,090)	(1,929)	(1,935)	(1,938)	(1,929)	(1,917)	(1,894)	(1,891)	(1,882)	(1,877)	(1,876)
Interest expense	(8)	(6)	(4)	(2)	-	-	-	(5)	(9)	(14)	(14)	(14)	(9)	(5)
Insurance expense	(152)	(163)	(160)	(168)	(170)	(175)	(180)	(185)	(191)	(197)	(203)	(209)	(215)	(221)
Other expenditure	(128)	(100)	(113)	(112)	(115)	(121)	(127)	(133)	(140)	(147)	(154)	(162)	(170)	(179)
	(260)	(413)	(652)	(65)	(297)	(380)	(451)	(573)	(692)	(792)	(924)	(1,063)	(1,236)	(1,452)
Operating Revenue (Asset related)														
Non-Operating grants, subsidies and contributions	1,139	1,515	1,228	1,529	1,338	1,397	1,229	1,085	1,061	1,094	1,050	1,157	1,157	1,010
Profit on asset disposal	30	4	73	87	60	50	50	50	50	50	50	50	50	50
Loss on asset disposal	(2)	(23)	-	-	-	-	-	-	-	-	-	-	-	-
NET OPERATING RESULT	907	1,083	649	1,551	1,101	1,067	828	562	419	352	176	144	(29)	(392)



SHIRE OF CHAPMAN VALLEY					Long Term Financial Plan									
Balance Sheet					Predictions									
BALANCE SHEET	Actual		Calc Base		1	2	3	4	5	6	7	8	9	10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
CURRENT ASSETS														
Unrestricted Cash and Equivalents	1,468	2,176	2,626	3,624	3,607	3,498	4,256	4,774	5,444	6,102	6,375	6,471	6,367	6,039
Restricted Cash and Cash Equitant	880	839	1,160	1,318	1,302	1,292	1,384	1,481	1,582	1,488	1,420	1,353	1,326	1,412
Non-Cash Investments					-	-	-	-	-	-	-	-	-	-
Receivables	102	95	181	222	333	366	403	443	488	536	590	649	714	785
Inventories	4	1	5	7	5	5	6	6	6	6	6	7	7	7
Prepayments	-	8	8	9	8	8	9	9	10	10	10	10	10	10
TOTAL CURRENT ASSETS	2,454	3,119	3,980	5,180	5,247	5,162	6,049	6,705	7,519	8,132	8,391	8,479	8,414	8,243
NON-CURRENT ASSETS														
Other Receivables	6	5	5	8	-	-	-	-	-	-	-	-	-	-
Other Assets	-	118	112	107	-	-	-	-	-	-	-	-	-	-
Property Plant and Equipment	19,326	17,759	17,810	19,474	19,542	20,017	19,834	19,553	19,255	18,873	18,658	18,389	18,153	17,965
Infrastructure Roads	119,988	120,828	121,232	122,003	117,447	117,873	118,046	118,080	117,987	117,943	117,835	117,887	117,939	117,790
Infrastructure Other	9,039	8,961	9,006	9,110	9,201	9,293	9,386	9,480	9,574	9,670	9,767	9,865	9,963	10,063
TOTAL NON-CURRENT ASSETS	148,359	147,671	148,165	150,702	146,190	147,183	147,266	147,112	146,816	146,487	146,260	146,140	146,055	145,818
TOTAL ASSETS	150,813	150,790	152,145	155,882	151,437	152,345	153,315	153,817	154,336	154,619	154,650	154,620	154,469	154,061
CURRENT LIABILITIES														
Trade and Other Payables	93	239	856	1,071	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Current Portion of Long-term Liabilities	69	54	50	8	-	-	40	80	120	120	120	80	40	-
Provisions	423	436	394	418	424	431	437	444	450	457	464	471	478	485
Other Liabilities	-	-	185	602	650	660	670	680	690	700	711	721	732	743
TOTAL CURRENT LIABILITIES	585	729	1,485	2,099	2,074	2,110	2,187	2,265	2,343	2,381	2,421	2,421	2,422	2,423
NON-CURRENT LIABILITIES														
Long-term Borrowings	88	100	50	43	-	-	160	80	-	(240)	(240)	(200)	(120)	(40)
Provisions	30	17	16	34	35	35	36	37	38	38	39	40	41	41
Contract Liability	-	159	160	160	200	180	200	180	200	135	135	150	180	150
TOTAL NON-CURRENT LIABILITIES	118	276	226	237	235	215	396	297	238	(67)	(66)	(10)	101	151
TOTAL LIABILITIES	703	1,005	1,711	2,336	2,309	2,326	2,583	2,561	2,580	2,315	2,355	2,411	2,522	2,575
NET ASSETS	150,110	149,785	150,434	153,546	149,128	150,020	150,731	151,256	151,755	152,304	152,296	152,209	151,947	151,486
EQUITY														
Retained Surplus	31,385	32,385	32,712	34,106	29,704	30,605	31,225	31,653	32,051	32,694	32,754	32,735	32,499	31,953
Reserves - Cash Backed	833	839	1,160	1,318	1,302	1,292	1,384	1,481	1,582	1,488	1,420	1,353	1,326	1,412
Reserves - Revaluation	117,892	116,561	116,562	118,122	118,122	118,122	118,122	118,122	118,122	118,122	118,122	118,122	118,122	118,122
TOTAL EQUITY	150,110	149,785	150,434	153,546	149,128	150,020	150,731	151,256	151,755	152,304	152,296	152,209	151,947	151,486
	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SHIRE OF CHAPMAN VALLEY Strategic (New) Projects											Long Term F
Doc Ref	STRATEGIC REFERENCE	Predictions									
		1 22-23	2 23-24	3 24-25	4 25-26	5 26-27	6 27-28	7 28-29	8 29-30	9 30-31	10 31-32
Summary											
Capital											
	New Land	-	-	-	-	-	-	-	-	-	-
	New Buildings	415,543	774,000	15,000	-	-	-	-	-	-	-
	New Plant & Equip	-	-	-	-	-	-	-	-	-	-
	New Furn & Equip	-	-	-	-	-	-	-	-	-	-
	New Infra. Roads	-	-	-	-	-	-	-	-	-	-
	New Infra. Other	-	-	-	-	-	-	-	-	-	-
	Borrowings	(175,000)	-	-	-	-	-	-	-	-	-
	Cash Reserves	-	-	-	-	-	-	-	-	-	-
	Proceeds from Sale of Asset	-	-	-	-	-	-	-	-	-	-
	Grants and Contributions	(85,056)	(365,437)	-	-	-	-	-	-	-	-
	Net Capital	155,487	408,563	15,000	-	-	-	-	-	-	-
One											
3.1.1	Community Enrichment										
	Bill Hemsley Park Developments										
Capital											
	New Land										
	New Buildings		525,000	15,000							
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings										
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions		(365,437)								
	Net Capital	-	159,563	15,000	-	-	-	-	-	-	-
	Net Community Enrichment	-	159,563	15,000	-	-	-	-	-	-	-
Two											
4.1.1	Community Services										
	Nanson Showgrounds										
Capital											
	New Land										
	New Buildings	105,056	75,000								
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings										
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions	(85,056)									
	Net Capital	20,000	75,000	-	-	-	-	-	-	-	-
4.1.2 Nabawa Museum & Old Road Board Precinct											
Capital											
	New Land										

		SHIRE OF CHAPMAN VALLEY Strategic (New) Projects										Long Term F
Doc Ref	STRATEGIC REFERENCE	Predictions										
		1 22-23	2 23-24	3 24-25	4 25-26	5 26-27	6 27-28	7 28-29	8 29-30	9 30-31	10 31-32	
	New Buildings		10,000									
	New Plant & Equip											
	New Furn & Equip											
	New Infra. Roads											
	New Infra. Other											
	Borrowings											
	Cash Reserves											
	Proceeds from Sale of Asset											
	Grants and Contributions											
	Net Capital	-	10,000	-	-	-	-	-	-	-	-	
4.1.3	Nabawa Community Centre & Sports Pavilion Capital											
	New Land											
	New Buildings	45,287	39,000									
	New Plant & Equip											
	New Furn & Equip											
	New Infra. Roads											
	New Infra. Other											
	Borrowings											
	Cash Reserves											
	Proceeds from Sale of Asset											
	Grants and Contributions											
	Net Capital	45,287	39,000	-	-	-	-	-	-	-	-	
4.1.4	Yuna Townsite & Greater Region Capital											
	New Land											
	New Buildings	9,000	25,000									
	New Plant & Equip											
	New Furn & Equip											
	New Infra. Roads											
	New Infra. Other											
	Borrowings											
	Cash Reserves											
	Proceeds from Sale of Asset											
	Grants and Contributions											
	Net Capital	9,000	25,000	-	-	-	-	-	-	-	-	
4.1.5	Coronation Beach Capital											
	New Land											
	New Buildings		20,000									
	New Plant & Equip											
	New Furn & Equip											
	New Infra. Roads											
	New Infra. Other											
	Borrowings											

SHIRE OF CHAPMAN VALLEY Strategic (New) Projects											Long Term Financial Plan
Doc Ref	STRATEGIC REFERENCE	Predictions									
		1 22-23	2 23-24	3 24-25	4 25-26	5 26-27	6 27-28	7 28-29	8 29-30	9 30-31	10 31-32
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions										
	Net Capital	-	20,000	-	-	-	-	-	-	-	-
	Net Community Services										
4.1.6	Howatharra Region Capital										
	New Land										
	New Buildings		10,000								
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings										
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions										
	Net Capital	-	10,000	-	-	-	-	-	-	-	-
	Net Community Services										
Three	Governance										
5.1.1	Nabawa Office & Depot Capital										
	New Land										
	New Buildings	256,200	70,000								
	New Plant & Equip										
	New Furn & Equip										
	New Infra. Roads										
	New Infra. Other										
	Borrowings	(175,000)									
	Cash Reserves										
	Proceeds from Sale of Asset										
	Grants and Contributions										
	Net Capital	81,200	70,000	-	-	-	-	-	-	-	-
	Net Governance										

SHIRE OF CHAPMAN VALLEY Property, Plant and Equipment										Long Term Financial Plan					
					Predictions										
Actual					1	2	3	4	5	6	7	8	9	10	
18-19					22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	
SUMMARY OF PPE															
Class Summary Totals	Link/Notes														
Opening Balance		20,433,585	19,878,219	18,972,173	19,840,666	22,269,604	23,115,647	24,334,647	24,897,147	25,353,147	25,780,147	26,101,647	26,586,647	27,008,647	27,458,647
Accumulated Depreciation		(2,169,368)	(552,670)	(1,213,493)	(2,031,079)	(2,830,552)	(3,573,560)	(4,317,723)	(5,063,571)	(5,800,304)	(6,525,394)	(7,228,179)	(7,928,766)	(8,620,142)	(9,306,078)
Written Down Value	Balance Sheet	18,264,217	19,325,549	17,758,680	17,809,587	19,439,052	19,542,087	20,016,924	19,833,576	19,552,843	19,254,753	18,873,468	18,657,881	18,388,505	18,152,569
Additions															
Assets at no cost		-	-	-	-	-	-	-	-	-	-	-	-	-	-
New		152,023	134,561	376,199	100,683	415,543	774,000	15,000	-	-	-	-	-	-	-
Renewal		574,335	518,488	522,013	836,812	515,500	610,000	665,000	655,000	530,000	390,000	595,000	550,000	575,000	595,000
Disposals															
Cost	Asset write out	(57,842)	(102,090)	(29,719)	(28,144)	(85,000)	(165,000)	(117,500)	(199,000)	(103,000)	(68,500)	(110,000)	(128,000)	(125,000)	(96,000)
Write offs		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation															
Increment	Balance sheet	477,526	104,493	-	1,559,722	-	-	-	-	-	-	-	-	-	-
Decrement	Balance sheet	-	(1,448,092)	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation															
Depreciation Charge	Income statement	(759,750)	(774,229)	(817,586)	(804,589)	(743,008)	(744,163)	(745,848)	(736,733)	(725,089)	(702,785)	(700,588)	(691,376)	(685,935)	(686,167)
Closing balance WDV	Balance sheet	18,650,509	17,758,680	17,809,587	19,474,071	19,542,087	20,016,924	19,833,576	19,552,843	19,254,754	18,873,468	18,657,880	18,388,505	18,152,570	17,965,402
Funding Sources	Link/Notes														
Proceeds on sale	Source for RSS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings		(211,681)	-	-	(27,886)	-	-	-	-	-	-	-	-	-	-
Private Contributions		-	-	(25,000)	-	-	-	-	-	-	-	-	-	-	-
Government Grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Contributions		(211,681)	-	(25,000)	(27,886)	-	-	-	-	-	-	-	-	-	-
Net Cost General Purpose Revenue		514,677	653,049	873,212	909,609	931,043	1,384,000	680,000	655,000	530,000	390,000	595,000	550,000	575,000	595,000
Gains or losses on disposal	Link/Notes														
Gains on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains or Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-
					Predictions										
Actual					1	2	3	4	5	6	7	8	9	10	
18-19					22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	
LAND & BUILDINGS															
Class Summary Totals	Link/Notes														
Opening Balance		15,512,124	15,664,147	14,381,028	14,757,227	16,417,632	16,833,175	17,607,175	17,622,175	17,622,175	17,622,175	17,622,175	17,622,175	17,622,175	17,622,175
Accumulated Depreciation		(211,083)	(445,227)	(675,665)	(914,886)	(1,166,311)	(1,401,314)	(1,644,402)	(1,884,068)	(2,120,140)	(2,352,671)	(2,581,713)	(2,807,320)	(3,029,543)	(3,248,432)
Written down Value	Balance Sheet	15,301,041	15,218,920	13,705,363	13,842,341	15,251,321	15,431,861	15,962,773	15,738,107	15,502,035	15,269,504	15,040,462	14,814,855	14,592,632	14,373,743
Additions															
Assets at no cost	Free or discounted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New		152,023	134,561	376,199	100,683	415,543	774,000	15,000	-	-	-	-	-	-	-
Asset Reclassification		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Renewal	Replacing Existing	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals															
Written Down Value	Asset write out	-	(74,081)	-	-	-	-	-	-	-	-	-	-	-	-
Write offs		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation															
Increment	Balance sheet	-	-	-	1,559,722	-	-	-	-	-	-	-	-	-	-
Decrement	Balance sheet	-	(1,343,599)	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation															
Depreciation Charge	Income statement	(234,144)	(230,438)	(239,221)	(251,425)	(235,003)	(243,088)	(239,667)	(236,072)	(232,531)	(229,043)	(225,607)	(222,223)	(218,889)	(215,606)
Closing balance WDV		15,218,920	13,705,363	13,842,341	15,251,321	15,431,861	15,962,773	15,738,107	15,502,035	15,269,504	15,040,462	14,814,855	14,592,632	14,373,743	14,158,136

SHIRE OF CHAPMAN VALLEY					Long Term Financial Plan									
Property, Plant and Equipment														
Funding Sources					Link/Notes									
Proceeds on sale	Source for RSS	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Contributions	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Reserve Transfers	Information only	(32,961)	-	(25,000)	-	-	-	-	-	-	-	-	-	-
Government Grants	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Contributions		(32,961)	-	(25,000)	-	-	-	-	-	-	-	-	-	-
Net Cost		119,062	134,561	351,199	100,683	415,543	774,000	15,000	-	-	-	-	-	-
Gains or losses on disposal					Link/Notes									
Gains on Disposal	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Losses on Disposal	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains or Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-
					Predictions									
					1	2	3	4	5	6	7	8	9	10
					22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Tools and Equipment					Notes									
Class Summary Totals					Link/Notes									
Opening Balance		144,705	161,033	56,540	80,185	80,185	80,185	80,185	80,185	80,185	80,185	80,185	80,185	80,185
Accumulated Depreciation		(63,334)	(104,493)	(7,232)	(15,734)	(26,276)	(32,206)	(37,484)	(42,181)	(46,361)	(50,082)	(53,393)	(56,340)	(58,963)
Written down Value	Balance Sheet	81,371	56,540	49,308	64,451	53,909	47,979	42,701	38,004	33,824	30,103	26,792	23,845	21,222
Additions														
Assets at no cost	Free or discounted	-	-	-	-	-	-	-	-	-	-	-	-	-
New		-	-	-	-	-	-	-	-	-	-	-	-	-
Renewal	Replacing Existing	6,069		23,645	30,638	-	-	-	-	-	-	-	-	-
Disposals														
Cost	Asset write out					-	-	-	-	-	-	-	-	-
Write offs						-	-	-	-	-	-	-	-	-
Revaluation														
Increment	Balance sheet	10,259	104,493			-	-	-	-	-	-	-	-	-
Decrement	Balance sheet		(104,493)			-	-	-	-	-	-	-	-	-
Depreciation														
Depreciation Charge	Income statement	(41,159)	(7,232)	(8,502)	(10,542)	(5,930)	(5,278)	(4,697)	(4,180)	(3,721)	(3,311)	(2,947)	(2,623)	(2,334)
Closing balance WDV	Balance sheet	56,540	49,308	64,451	84,547	47,979	42,701	38,004	33,824	30,103	26,792	23,845	21,222	18,887
Funding Sources					Link/Notes									
Proceeds on sale	Source for RSS	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings		-	-	-	-	-	-	-	-	-	-	-	-	-
Private Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cost General Purpose Revenue		6,069	-	23,645	30,638	-	-	-	-	-	-	-	-	-
Gains or losses on disposal					Link/Notes									
Gains on Disposal	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Losses on Disposal	Information only	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains or Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-

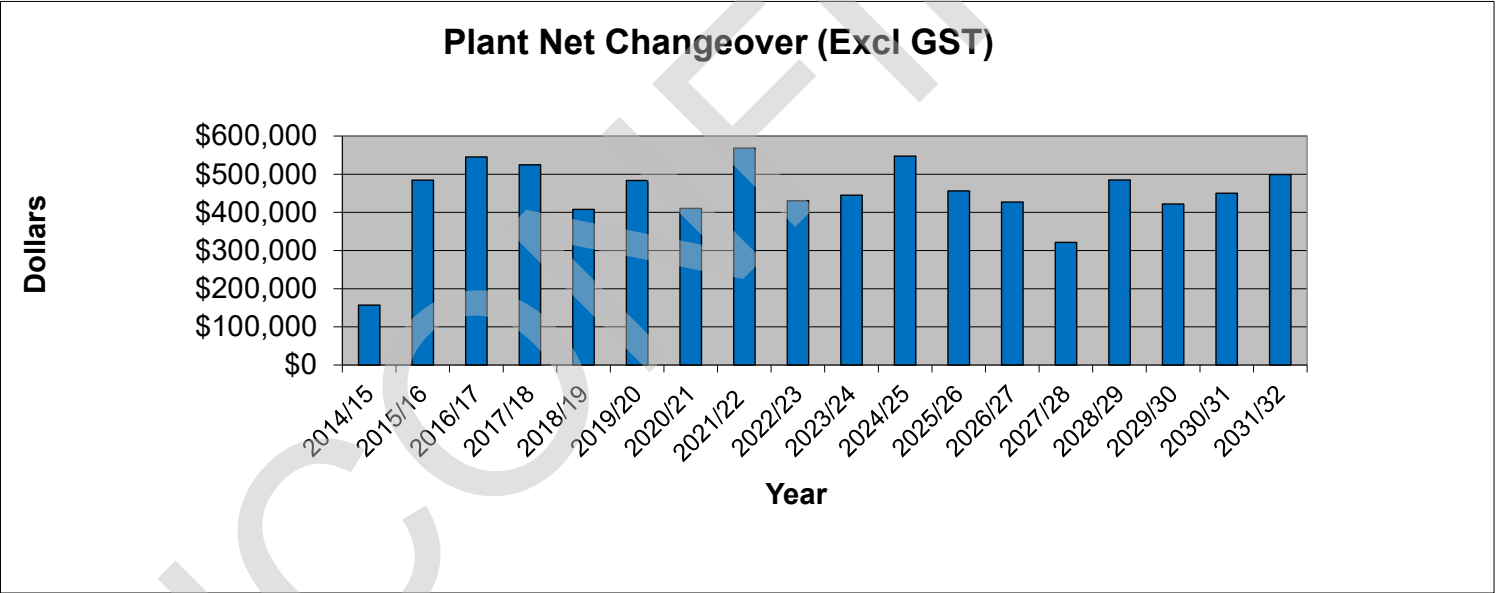
SHIRE OF CHAPMAN VALLEY Property, Plant and Equipment					Long Term Financial Plan										
		Actual		Calc Base	Predictions										
PLANT AND EQUIPMENT	Notes	18-19	19-20	20-21	21-22	1	2	3	4	5	6	7	8	9	10
Class Summary Totals		Link/Notes				22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Opening Balance		4,515,757	3,860,368	4,344,856	4,804,253	5,572,786	6,003,286	6,448,286	6,995,786	7,451,786	7,878,786	8,200,286	8,685,286	9,107,286	9,557,286
Accumulated Depreciation		(1,829,369)	-	(526,743)	(1,092,373)	(1,629,879)	(2,110,954)	(2,588,060)	(3,072,910)	(3,554,586)	(4,030,248)	(4,488,953)	(4,950,549)	(5,407,790)	(5,864,235)
Written down Value	Balance Sheet	2,686,388	3,860,368	3,818,113	3,711,880	3,942,907	3,892,332	3,860,226	3,922,876	3,897,200	3,848,538	3,711,333	3,734,737	3,699,496	3,693,051
Additions															
Assets at no cost	Free or discounted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Renewal	Plant Replacement	567,493	518,488	489,116	796,677	515,500	610,000	665,000	655,000	530,000	390,000	595,000	550,000	575,000	595,000
Disposals															
Cost	Asset write out	(57,435)	(28,009)	(29,719)	(28,144)	(85,000)	(165,000)	(117,500)	(199,000)	(103,000)	(68,500)	(110,000)	(128,000)	(125,000)	(96,000)
Asset Reclassification						-	-	-	-	-	-	-	-	-	-
Revaluation															
Increment	Balance sheet	428,935				-	-	-	-	-	-	-	-	-	-
Decrement	Balance sheet					-	-	-	-	-	-	-	-	-	-
Depreciation															
Depreciation Charge	Income statement	(440,053)	(532,734)	(565,630)	(537,506)	(481,075)	(477,107)	(484,850)	(481,676)	(475,662)	(458,704)	(461,597)	(457,241)	(456,445)	(461,126)
Closing balance WDV	Balance sheet	3,185,328	3,818,113	3,711,880	3,942,907	3,892,332	3,860,226	3,922,876	3,897,200	3,848,538	3,711,333	3,734,737	3,699,496	3,693,051	3,730,926
Funding Sources	Link/Notes														
Proceeds on sale	Source for RSS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reserves Transfers		(211,681)	-	-	(27,886)	-	-	-	-	-	-	-	-	-	-
Private Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Contributions		(211,681)	-	-	(27,886)	-	-	-	-	-	-	-	-	-	-
Net Cost General Purpose Revenue		355,812	518,488	489,116	768,791	515,500	610,000	665,000	655,000	530,000	390,000	595,000	550,000	575,000	595,000
Gains or losses on disposal	Link/Notes														
Gains on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Gains or Losses on Disposal		-	-	-	-	-	-	-	-	-	-	-	-	-	-

SHIRE OF CHAPMAN VALLEY Property, Plant and Equipment					Long Term Financial Plan										
					Predictions										
		Actual			Calc Base	1	2	3	4	5	6	7	8	9	10
FURNITURE AND EQUIPMENT	Notes	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Class Summary Totals		Link/Notes													
Opening Balance		260,999	192,671	189,749	199,001	199,001	199,001	199,001	199,001	199,001	199,001	199,001	199,001	199,001	199,001
Accumulated Depreciation		(65,582)	(2,950)	(3,853)	(8,086)	(8,086)	(29,087)	(47,777)	(64,412)	(79,217)	(92,393)	(104,120)	(114,557)	(123,846)	(132,113)
Written down Value	Balance Sheet	195,417	189,721	185,896	190,915	190,915	169,914	151,224	134,589	119,784	106,608	94,881	84,444	75,155	66,888
Additions															
Assets at no cost	Free or discounted					-	-	-	-	-	-	-	-	-	-
New		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Renewal		773	-	9,252	9,497	-	-	-	-	-	-	-	-	-	-
Disposals															
Written Down Value	Asset write out	(407)				-	-	-	-	-	-	-	-	-	-
Write offs						-	-	-	-	-	-	-	-	-	-
Revaluation															
Increment	Balance sheet	38,332				-	-	-	-	-	-	-	-	-	-
Decrement	Balance sheet					-	-	-	-	-	-	-	-	-	-
Depreciation															
Depreciation Charge	Income statement	(44,394)	(3,825)	(4,233)	(5,116)	(21,001)	(18,691)	(16,635)	(14,805)	(13,176)	(11,727)	(10,437)	(9,289)	(8,267)	(7,358)
Closing balance WDV	Balance sheet	189,721	185,896	190,915	195,296	169,914	151,224	134,589	119,784	106,608	94,881	84,444	75,155	66,888	59,531
Funding Sources		Link/Notes													
Proceeds on sale	Source for RSS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cost General Purpose Revenue		773	-	9,252	9,497	-	-	-	-	-	-	-	-	-	-

Asset No	Reg No	Plant No	SHIRE OF CHAPMAN VALLEY 10 YEAR PLANT REPLACEMENT SCHEDULE	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
CAPITAL PURCHASE EXPENDITURE													
Existing Plant Type													
TRUCKS													
MV13	CV2806	P52	2015 Isuzu 450 Tipper Truck			\$70,000							\$75,000
MV18	CV2859	P60	2016 Isuzu FRR 110-260, Crew Cab Truck				\$180,000						
MV23	CV2726	P72	2013 Coronado Freightliner Primemover (secondhand)			\$250,000							
364	CV918	P918	2008 Iveco Powerstar 6 x 4 Tip Truck (Not to be Replaced)										
393	CV69	P35	2010 Caterpillar Primemover	\$310,000									
MV18	CV2877	P81	2020 Coronado Freightliner 6 x 4 Tip Truck									\$310,000	
MV31	CV2962	P85	2021 Coronado Freightliner Prime Mover (New)										\$310,000
GRADERS													
PE26	CV2938	P76	2019 120M Caterpillar Grader								\$400,000		
PE10	CV2861	P57	2016 John Deere 670G Grader					\$375,000					
NEW	NEW	NEW	2021 CAT 150L3 Grader										
ROLLERS													
51	CV1029	P1029	1976 Multi Tyred Roller - tow along			\$65,000							
PE25	CV2895	P75	2019 Multipac 524H Multi Tyred Roller										
PE15	CV2863	P66	2016 Cat CS78b Vibrating Roller							\$200,000			
342	CV2570	P2570	2007 Amman pneumatic Multi Tyred Roller				\$200,000						
NEW	NEW	NEW	Drawn Roller										
137	NA	P162	McDonalds Cricket Pitch Roller										
LOADERS													
PE14	CV2846	P62	2016 Case 580 ST Backhoe		\$200,000								
P23	CV2892	P73	2018 Volvo loader L90F							\$325,000			
PE18	CV485	P67	2016 Caterpillar 236D Skid Steer			\$50,000							
385	950CV	P26	2008 Caterpillar 950H wheel loader		\$320,000								
PE33	NA	P87	Heil Forklift - 2.5t										
TRACTORS													
PE11	CV2856	P56	2016 Case 60B Tractor						\$45,000				
MOWERS													
NEW	NEW	NEW	New Slasher 8ft approx.	\$20,000									
PE32	TBC	P84	2021 Bushranger Spartan SRT Lawn Mower					\$25,000					
PE9	CV2896	P1924	2015 Hustler RO Mower					\$30,000					
PE27	NA	P1926	2019 John Deere Ztrak ROM - 72" Diesel						\$30,000				
PE30	CV2897	P1927	2019 Club Cadet ROM						\$35,000				
PE24	NA	P007	2018 John Deere Ztrak ROM (Yuna)									\$5,000	
TRAILERS (HEAVY)													
227	CV7887	P148	2001 Low bed tilt trailer (Not to be Replaced)										
MV09	CV7886	P45	2014 Water Tanker Trailer (Howard Porter)	\$100,000									
343	CV7723	P7723	2008 Howard Porter side tipping trailer				\$110,000						
344	CV7724	P7724	2008 Side Tipping Trailer										
MV08	CV7882	P46	2014 Side Tipper Trailer (Howard Porter)						\$110,000				
P22	CV7881	P74	2018 Side Tipper Trailer (All Roads)										
MV32	1TWC604	P86	Rockwheeler Tri-Axle Side Tipper (2021)										\$110,000
358	CV7725	P7725	2007 Dolly						\$25,000				
363	CV7716	P7716	2008 Dolly							\$25,000			
PE16	CV7883	P63	2009 Dolly (for Tri-Axle Low Loader - Purchased 2017)										
PE17	CV7880	P64	2017 Tri-Axle Dropdeck Trailer (& Ramps)										
LIGHT TRAILERS & OTHER ITEMS													
77	CV1922	P1922	1990 Trailer - Papas (Tandem) - Portable Toilet										
PE19	CV7884	P1925	2017 Trailer Hydraulic Tipper w/Cage (Rubbish)										
199	CV7589	P7589	1968 Trailer Tanker (Fuel) - purchased 1999 ex MRWA										
282	CV7670	P7670	2003 Trailer - (carries Generator P42)										
304	CV96	P96	2005 Trailer - Tandem (Small)										
318	CV619	P619	2006 Trailer & Water Tank (Coro Beach)										
336	CV7717	P7717	2007 Trailer (Water Pump)										
396	CV7800	P37	2012 Trailer - Plant (Coast MAC 4.5t for Skid Steer)										
PE7	CV7833	P50	2015 Trailer - Weedsprayer (10,000L Custom Built)										
PE8	CV7885	P1923	2014 Trailer - Flatbed										
329	CV7750	P7750	2006 Trailer (SAM - Shared with Shire of NR)										
NA	CV7729	P25	2009 Trailer (Mobile Standpipe)										
NEW	NEW	NEW	Transp. Radar Display Trailer										
MV27	1TVC172	P80	Tow Along Broom Sweeper										
LIGHT VEHICLES													
MV16	CV2736	P55	2016 Mitsubishi MQ Triton 4x4 Utility (LH Gardener)	\$45,500						\$50,000			
MV19	CV2843	P61	2016 Toyota Hilux 4x4 Utility (Ranger)		\$40,000					\$50,000			
MV28	CV2952	P79	2020 Mitsubishi Triton GLX 4x4 (Mechanic)				\$45,000						
MV12	CV2807	P51	2015 Toyota Hilux Dual cab 4x4 (RW Mntce)			\$40,000					\$50,000		
MV25	CV2932	P78	2020 Toyota Hilux SR4x4 (LH Works)			\$40,000					\$50,000		
MV29	CV1	P82	2020 Toyota Prado GXL (CEO)				\$65,000					\$65,000	
MV30	CV2944	P83	Ford Ranger (2020) XLT 3.2L 4x4 (DCEO)				\$55,000					\$55,000	
MV20	CV580	P65	2017 Ford Ranger XLT dual cab 4x4 (Building Surveyor)	\$40,000					\$45,000				
MV22	CV2890	P71	2010 Toyota Landcruiser Workmate(Mtce Grader purchased 2017)			\$40,000				\$45,000			
MV05	CV396	P43	2013 Ford PX Ranger 4X2 2.2L Turbo Diesel(Gardener)					\$50,000					\$50,000
MV10	CV2732	P48	2014 Mazda BT50 Single Cab 4x4 Utility (Mntce Grader)					\$50,000					\$50,000
MV24	CV2933	P77	2020 Ford Ranger 4x4 Dual Cab (Manager Works & Svce)								\$50,000		
MV14	CV187	P53	2016 Ford PX Ranger Dual Cab										
FIRE CONTROL VEHICLES													
MV11	CV19	P49	2014 Fire Truck - Toyota Landcruiser (Nanaling)										
MV21	1GIC469	P70	2016 Fire Truck - Toyota Landcruiser (Howatharra)										
MV17	1EZV762	P59	2016 Fire Truck - Toyota Landcruiser (Yetha)										
MV02	CV434	P39	2012 Fire Truck - Toyota Landcruiser (Nabawa)										
MV07	1EKO147	P47	2013 Fire Truck - Isuzu 4.4 Rural Tanker (Nabawa)										
MV06	1ERG565	P44	2013 Fire Truck - Toyota Landcruiser (Yuna)										
TOTAL CAPITAL PURCHASES EXCLUDING GST				\$515,500	\$610,000	\$665,000	\$655,000	\$530,000	\$390,000	\$595,000	\$550,000	\$575,000	\$595,000
TOTAL CAPITAL PURCHASES INCLUDING GST				\$567,050	\$671,000	\$731,500	\$720,500	\$583,000	\$429,000	\$654,500	\$605,000	\$632,500	\$654,500

Asset No	Reg No	Plant No	SHIRE OF CHAPMAN VALLEY 10 YEAR PLANT REPLACEMENT SCHEDULE									
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
CAPITAL TRADE-IN INCOME												
Existing Plant Type												
TRUCKS												
MV13	CV2806	P52	2015 Isuzu 450 Tipper Truck		\$17,500							\$18,000
MV18	CV2859	P60	2016 Isuzu FRR 110-260, Crew Cab Truck			\$60,000					\$60,000	
MV23	CV2726	P72	2013 Coronado Freightliner Primemover (secondhand)		\$30,000							\$30,000
364	CV918	P918	2008 Iveco Powerstar 6 x 4 Tip Truck (Not to be Replaced)									
393	CV69	P35	2010 Caterpillar Primemover	\$50,000.00								
MV31	CV2962	P85	2021 Coronado Freightliner Prime Mover (New)									
GRADERS												
PE26	CV2938	P76	2019 120M Caterpillar Grader									
PE10	CV2861	P57	2016 John Deere 670G Grader					\$80,000				
NEW	NEW	NEW	2021 CAT 150L3 Grader							\$80,000		
ROLLERS												
51	CV1029	P1029	1976 Multi Tyred Roller - tow along		\$0							
PE25	CV2895	P75	2019 Multipac 524H Multi Tyred Roller								\$15,000	
PE15	CV2863	P66	2016 Cat CS78b Vibrating Roller						\$20,000	\$15,000		
342	CV2570	P2570	2007 Amman pneumatic Multi Tyred Roller			\$50,000						
NEW	NEW	NEW	Drawn Roller									
137	NA	P162	McDonalds Cricket Pitch Roller									
LOADERS												
PE14	CV2846	P62	2016 Case 580 ST Backhoe	\$40,000								
P23	CV2892	P73	2018 Volvo loader L90F						\$85,000			
PE18	CV485	P67	2016 Caterpillar 236D Skid Steer		\$17,000							
385	950CV	P26	2008 Caterpillar 950H wheel loader	\$100,000								
PE33	NA	P87	Heil Forklift - 2.5t									
TRACTORS												
PE11	CV2856	P56	2016 Case 60B Tractor						\$7,500			
MOWERS												
NEW	NEW	NEW	New Slasher 8ft approx.									
PE9	CV2896	P1924	2015 Hustler RO Mower				\$5,000					
PE27	NA	P1926	2019 John Deere Ztrak ROM - 72" Diesel						\$1,500			
PE30	CV2897	P1927	2019 Club Cadet ROM						\$1,500			
PE24	NA	P007	2018 John Deere Ztrak ROM (Yuna)								\$0	
TRAILERS (HEAVY)												
227	CV7887	P148	2001 Low bed tilt trailer (Not to be Replaced)									
MV09	CV7886	P45	2014 Water Tanker Trailer (Howard Porter)	\$10,000								
343	CV7723	P7723	2008 Howard Porter side tipping trailer									
344	CV7724	P7724	2008 Side Tipping Trailer			\$30,000						
MV08	CV7882	P46	2014 Side Tipper Trailer (Howard Porter)					\$30,000				
P22	CV7881	P74	2018 Side Tipper Trailer (All Roads)									\$30,000
MV32	1TWC604	P86	Rockwheeler Tri-Axle Side Tipper (2021)									
358	CV7725	P7725	2007 Dolly					\$0				
363	CV7716	P7716	2008 Dolly						\$0			
PE16	CV7883	P63	2009 Dolly (for Tri-Axle Low Loader - Purchased 2017)									
PE17	CV7880	P64	2017 Tri-Axle Dropdeck Trailer (& Ramps)									
LIGHT TRAILERS & OTHER ITEMS												
77	CV1922	P1922	1990 Trailer - Papas (Tandem) - Portable Toilet									
PE19	CV7884	P1925	2017 Trailer Hydraulic Tipper w/Cage (Rubbish)									
199	CV7589	P7589	1968 Trailer Tanker (Fuel) - purchased 1999 ex MRWA									
282	CV7670	P7670	2003 Trailer - (carries Generator P42)									
304	CV96	P96	2005 Trailer - Tandem (Small)									
318	CV619	P619	2006 Trailer & Water Tank (Coro Beach)									
336	CV7717	P7717	2007 Trailer (Water Pump)									
396	CV7800	P37	2012 Trailer - Plant (Coast MAC 4.5t for Skid Steer)									
PE7	CV7833	P50	2015 Trailer - Weedsprayer (10,000Lt Custom Built)									
PE8	CV7885	P1923	2014 Trailer - Flatbed									
329	CV7750	P7750	2006 Trailer (SAM - Shared with Shire of NR)									
NA	CV7729	P25	2009 Trailer (Mobile Standpipe)									
NEW	NEW	NEW	Transp. Radar Display Trailer									
MV27	1TVC172	P80	Tow Along Broom Sweeper									
LIGHT VEHICLES												
MV16	CV2736	P55	2016 Mitsubishi MQ Triton 4x 4 Utility (LH Gardener)	\$10,000				\$10,000				
MV19	CV2843	P61	2016 Toyota Hilux 4x4 Utility (Ranger)		\$10,000			\$10,000				
MV26	CV2952	P79	2020 Mitsubishi Triton GLX 4x4 (Mechanic)			\$9,000	\$9,000					
MV12	CV2807	P51	2015 Toyota Hilux Dual cab 4x4 (RW Mntce)			\$9,000				\$9,000		
MV25	CV2932	P78	2020 Toyota Hilux SR4x4 (LH Works)			\$9,000				\$9,000		
MV29	CV1	P82	2020 Toyota Prado GXL (CEO)				\$30,000				\$30,000	
MV30	CV2944	P83	Ford Ranger (2020) XLT 3.2L 4x4 (DCEO)				\$20,000				\$20,000	
MV20	CV580	P65	2017 Ford Ranger XLT dual cab 4x4 (Building Surveyor)	\$15,000								
MV22	CV2890	P71	2010 Toyota Landcruiser Workmate(Mtce Grader purchased 2017)		\$5,000			\$8,000	\$5,000			
MV05	CV396	P43	2013 Ford PX Ranger 4X2 2.2LT Turbo Diesel(Gardener)					\$8,000				\$8,000
MV10	CV2732	P48	2014 Mazda BT50 Single Cab 4x4 Utility (Mntce Grader)					\$10,000				\$10,000
MV24	CV2933	P77	2020 Ford Ranger 4x4 Dual Cab (Manager Works & Svce)		\$15,000					\$15,000		
MV14	CV187	P53	2016 Ford PX Ranger Dual Cab									
FIRE CONTROL VEHICLES												
MV11	CV19	P49	2014 Fire Truck - Toyota Landcruiser (Naraling)									
MV21	1GIC469	P70	2016 Fire Truck - Toyota Landcruiser (Howatharra)									
MV17	1EZY782	P59	2016 Fire Truck - Toyota Landcruiser (Yetha)									
MV02	CV434	P39	2012 Fire Truck - Toyota Landcruiser (Nabawa)									
MV07	1EKO147	P47	2013 Fire Truck - Isuzu 4.4 Rural Tanker (Nabawa)									
MV06	1ERG565	P44	2013 Fire Truck - Toyota Landcruiser (Yuna)									
TOTAL CAPITAL INCOME EXCL GST			\$85,000	\$165,000	\$117,500	\$199,000	\$103,000	\$68,500	\$110,000	\$128,000	\$125,000	\$96,000
TOTALS CAPITAL INCOME INCL GST			\$93,500	\$181,500	\$129,250	\$218,900	\$113,300	\$75,350	\$121,000	\$140,800	\$137,500	\$105,600
TOTAL NET CHANGEOVER EXCL GST			\$430,500	\$445,000	\$547,500	\$456,000	\$427,000	\$321,500	\$485,000	\$422,000	\$450,000	\$499,000

Asset No	Reg No	Plant No	SHIRE OF CHAPMAN VALLEY 10 YEAR PLANT REPLACEMENT SCHEDULE									
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
PLANT RESERVE & MUNICIPAL FUND TRANSACTIONS REQUIRED												
	Opening Balance 1st July - Plant Reserve Fund		\$128,698	\$128,698	\$128,698	\$128,698	\$128,698	\$128,698	\$128,698	\$128,698	\$128,698	\$128,698
	Transfer From Muni to Plant Reserve		\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
	Net Changeover figure		\$430,500	\$445,000	\$547,500	\$456,000	\$427,000	\$321,500	\$485,000	\$422,000	\$450,000	\$499,000
	Transfer From Plant Reserve to Muni		\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
			\$280,500	\$295,000	\$397,500	\$306,000	\$277,000	\$171,500	\$335,000	\$272,000	\$300,000	\$349,000
	Closing Balance 30th June - Plant Reserve Fund		\$128,698	\$128,698	\$128,698	\$128,698	\$128,698	\$128,698	\$128,698	\$128,698	\$128,698	\$128,698



TEN YEAR ROADWORKS PROGRAM

Per KM average cost for work types (Note these can vary due to culvert numbers, lead distance, alignments, location, project size, etc.)				ESTIMATED AVERAGE COST BASED ON CURRENT YEAR COSTS		
				Dist	Est Cost	Aver/Km
\$67,000	Gravel Sheetting Average		Gravel Sheetting	4.00	\$268,401	\$67,100
\$155,000	Reconstruct from Gravel to 7.2m Seal		Recnst to 7.2m seal	12.65	\$1,944,869	\$153,745
\$130,000	Widen from 4m to 7.2m Seal		Widen 4m to 7.2m	NA	\$130,000	\$130,000
\$75,000	Shoulder Reconstruction		Shoulder Reconst	NA	\$75,000	\$75,000
\$5	Reseal 14mm per m2					

Year	RRG	Hierarchy	Own Resource/Other Funding Sources/Comments	Type of work	Length SLK or Area	Estimated Total Project Cost (Excl Trnsfers to Infrast. Reserve)	Funding Sources				
							Shire	RRG/SBS	R2R	Direct Grant	Other
ONE	2022/23	RRG Grant Projects	Other Grant: Maintenance & Own Resource								
Priority 1 "Grant Funded" Projects will take precedence over all other road works											
	East Nabawa	A		Upgrade to 7.2m Seal	3.00	\$449,000	\$0	\$300,000	\$149,000		
	Valentine	A		Upgrade to 7.2m Seal	4.35	\$674,250	\$194,630	\$300,000	\$179,620		
	Northampton Nabawa	A		Shoulder Reconstruction & Reseal	3.50	\$450,000	\$150,000	\$300,000			
	Coronation Beach	A	MWRRG & LRCIP (Full Contractors)	Reseal/Shoulders/Drainage	0.00	\$529,060	\$0	\$109,060		\$420,000	
Priority 2 & 3 Works - "Own Resources Projects - Carried Over & New"											
Continuation of Priority Own Resource Road Works Projects - Non Specific											
Only if not completed by Contractors in 21/22				Gravel Sheetting (including CVAS internal track)	12.00	\$804,000	\$804,000			\$0	
			Nanson Howatharra -LRCIP (Full Contractors)	Reseal/Shoulders/Drainage	0.00	\$144,418	\$0			144418	
	Additional Employee Costs & Contract/Material Contingency					\$250,000	\$250,000				
	Contingency Transferred TO Road Infrastructure Reserve					\$0	\$0				
Priority 4 Works "Maintenance" (Amount listed is indicative only and may vary)											
		-	Major Maintenance Works - Various Roads	Vegetation Clearance; Drainage Works; Etc)	0.00	\$451,403	\$328,930		\$107,473	\$15,000	
		-	Minor Maintenance Works - Various Roads	Maintenance Grading; Etc)	0.00	\$171,036	\$161,573		\$9,463		
						\$3,923,167	\$1,889,133	\$1,009,060	\$328,620	\$116,936	\$579,418
Total Grants & Contributions							\$2,034,034				
% of Grants/Contribution to Total Program of Works							51.85%				

Notes:

Indicates Variation to Previously endorsed Road Works Program

Annual Gravel Sheetting distance will vary to bring Program into approximate annual average Road Work Program amount

	Contract & Materials	SoCV Plant & Labour	
	\$246,950	\$202,050	
	\$370,838	\$303,413	
	\$247,500	\$202,500	
LRCIP	\$529,060	\$0	
Tranf FROM Res	\$120,600	\$683,400	
LRCIP	\$144,418	\$0	
	\$175,000	\$75,000	
	0		
Hudson	\$203,131	\$248,272	
	\$10,262	\$160,774	
\$3,923,167	\$2,047,759	\$1,875,408	Cont/Materials - Grants Differential
Bal Aid		\$3,923,167	-\$13,725
	Reduction/Increase in Contract & Materials Contingency		-\$25,000
52%	Percentage of Contract & Materials for whole RW Program		

TEN YEAR ROADWORKS PROGRAM

Year		RRG	Hierarchy	Own Resource/Other Funding Sources/Comments	Type of work	Length SLK or Area	Estimated Total Project Cost (Excl Trnsfers to Infrast. Reserve)	Funding Sources				
								Shire	RRG/SBS	R2R	Direct Grant	Other
ONE2023-24RRG Grant ProjectsOther Grant: Maintenance & Own Resource												
Priority 1 "Grant Funded" Projects will take precedence over all other road works												
	East Nabawa	A		Upgrade to 7.2m Seal	3.00		\$465,000	\$0	\$300,000	\$165,000		
	Northampton Nabawa	A		Shoulder Reconstruction & Reseal	3.29		\$450,000	\$28,380	\$300,000	\$121,620		
	Durawah/Stn/Stn Val	A		Upgrade to 7.2m Seal	3.00		\$450,000	\$108,000	\$300,000	\$42,000		
	Coronation Beach Rd	A	Continuation of 22/23 not completed	Reseal/Shoulders/Drainage	0.00		TBD	\$0				
	Nanson Howatharra	A		Reseals	7.00		\$252,000	\$84,000	\$168,000			
Priority 2 & 3 Works - "Own Resources Projects - Carried Over & New"												
Continuation of Priority Own Resource Road Works Projects - Non Specific												
				Gravel Sheetting	13.00		\$871,000	\$871,000				\$0
				Reseal (Own Resources)	6.56		\$230,660	\$230,660				
							Additional Employee Costs & Contract/Material Contingency	\$275,000	\$275,000			
							Contingency Transferred TO Road Infrastructure Reserve	\$0	\$0			
Priority 4 Works "Maintenance" (Amount listed is indicative only and may vary)												
		-	Major Maintenance Works - Various Roads	Vegetation Clearance; Drainage Works; Etc)	0.00		\$451,403	\$328,930			\$107,473	\$15,000
		-	Minor Maintenance Works - Various Roads	Maintenance Grading; Etc)	0.00		\$171,036	\$171,036			\$9,463	
							\$3,616,099	\$2,097,006	\$1,068,000	\$328,620	\$116,936	\$15,000
Total Grants & Contributions										\$1,528,556		
% of Grants/Contribution to Total Program of Works										42.27%		
TWO2024/25RRG Grant ProjectsOther Grant: Maintenance & Own Resource												
Priority 1 "Grant Funded" Projects will take precedence over all other road works												
	East Nabawa	A		Upgrade to 7.2m Seal	3.00		\$465,000	\$0	\$300,000	\$165,000		
	Nanson Howatharra	A		Reseals	7.35		450000	86667	300000	63333		
	Durawah/Stn/Stn Val	A		Widen Seal, Shoulders & Drainage Improvement	3.00		\$450,000	\$34,713	\$300,000	\$100,287		\$15,000
Priority 2 & 3 Works - "Own Resources Projects - Carried Over & New"												
Continuation of Priority Own Resource Road Works Projects - Non Specific												
				Gravel Sheetting	21.00		\$1,407,000	\$1,407,000				\$0
							Additional Employee Costs & Contract/Material Contingency	\$225,000	\$225,000			
							Contingency Transferred TO Road Infrastructure Reserve	\$100,000	\$100,000			
Priority 4 Works "Maintenance" (Amount listed is indicative only and may vary)												
		-	Major Maintenance Works - Various Roads	Vegetation Clearance; Drainage Works; Etc)	0.00		\$451,403	\$343,930			\$107,473	
		-	Minor Maintenance Works - Various Roads	Maintenance Grading; Etc)	0.00		\$171,036	\$161,573			\$9,463	
							\$3,719,439	\$2,358,883	\$900,000	\$328,620	\$116,936	\$15,000
Total Grants & Contributions										\$1,360,556		
% of Grants/Contribution to Total Program of Works										36.58%		
THREE2025/26RRG Grant ProjectsOther Grant: Maintenance & Own Resource												
Priority 1 "Grant Funded" Projects will take precedence over all other road works												
	East Nabawa	A		Upgrade to 7.2m Seal	3.50		\$542,500	\$0	\$300,000	\$242,500		
	Various Reseals	A		Various Reseals (MWRRG)	6.50		\$234,000	\$18,000	\$156,000	\$60,000		
	Durawah/Stn/Stn Val	A		Widen Seal, Shoulders & Drainage Improvement	3.00		\$450,000	\$108,880	\$300,000	\$26,120		\$15,000
Priority 2 & 3 Works - "Own Resources Projects - Carried Over & New"												
Continuation of Priority Own Resource Road Works Projects - Non Specific												
				Gravel Sheetting	21.00		\$1,407,000	\$1,407,000				\$0
							Additional Employee Costs & Contract/Material Contingency	\$225,000	\$225,000			
							Contingency Transferred TO Road Infrastructure Reserve	\$150,000	\$150,000			
Priority 4 Works "Maintenance" (Amount listed is indicative only and may vary)												
		-	Major Maintenance Works - Various Roads	Vegetation Clearance; Drainage Works; Etc)	0.00		\$451,403	\$343,930			\$107,473	
		-	Minor Maintenance Works - Various Roads	Maintenance Grading; Etc)	0.00		\$171,036	\$161,573			\$9,463	
							\$3,630,939	\$2,414,383	\$756,000	\$328,620	\$116,936	\$15,000
Total Grants & Contributions										\$1,216,556		
% of Grants/Contribution to Total Program of Works										33.51%		
Notes: Indicates Variation to Previously endorsed Road Works Program Annual Gravel Sheetting distance will vary to bring Program into approximate annual average Road Work Program amount												
Contract & Materials		SoCV Plant & Labour										
\$255,750		\$209,250										
\$247,500		\$202,500										
\$247,500		\$202,500										
TBD		\$0										
\$252,000		\$0										
Tranf FROM Res		\$130,650		\$740,350								
		\$230,660		\$0								
		\$200,000		\$75,000								
		0										
Hudson		\$203,131		\$248,272								
		\$10,262		\$160,774								
\$3,625,562												
Bal Aid		\$1,777,454		\$1,838,646		Cont/Materials - Grants Differential						
				\$3,616,099		-\$248,898						
		Reduction/increase in Contract & Materials Contingency				\$0						
49%		Percentage of Contract & Materials for whole RW Program										
Contract & Materials		SoCV Plant & Labour										
\$255,750		\$209,250										
\$450,000		\$0										
Hudson		\$67,500		\$382,500								
Tranf FROM Res		\$211,050		\$1,195,950								
		\$150,000		\$75,000								
		\$100,000										
		\$203,131		\$248,272								
		\$10,262		\$160,774								
\$3,719,439												
Bal Aid		\$1,447,694		\$2,271,746		Cont/Materials - Grants Differential						
				\$3,719,439		-\$87,138						
		Reduction/increase in Contract & Materials Contingency				-\$50,000						
39%		Percentage of Contract & Materials for whole RW Program										
Contract & Materials		SoCV Plant & Labour										
\$298,375		\$244,125										
\$234,000		\$0										
Hudson		\$67,500		\$382,500								
Tranf FROM Res		\$211,050		\$1,195,950								
		\$150,000		\$75,000								
		150000										
		\$203,131		\$248,272								
		\$10,262		\$160,774								
\$3,630,939												
Bal Aid		\$1,324,319		\$2,306,621		Cont/Materials - Grants Differential						
				\$3,630,939		-\$107,763						
		Reduction/increase in Contract & Materials Contingency				-\$50,000						
36%		Percentage of Contract & Materials for whole RW Program										

TEN YEAR ROADWORKS PROGRAM

Year	RRG	Hierarchy	Own Resource/Other Funding Sources/Comments	Type of work	Length SLK or Area	Estimated Total Project Cost (Excl Transfers to Infrast. Reserve)	Funding Sources				
							Shire	RRG/SBS	R2R	Direct Grant	Other
FOUR	2026/27	RRG Grant Projects	Other Grant; Maintenance & Own Resource								
Priority 1 "Grant Funded" Projects will take precedence over all other road works											
		Various Reseals	A	Various Reseals (MWRRG)	5.00	\$180,000	\$0	\$120,000	\$60,000		
		Dartmoor/Dartmoor LN	A	Gravel Sheetting	7.00	\$469,000	\$7,000	\$312,667	\$134,333		\$15,000
		Durawah/Stn/Stn Val	A	Widen Seal, Shoulders & Drainage Improvement	3.00	\$450,000	\$15,713	\$300,000	\$134,287		
Priority 2 & 3 Works - "Own Resources Projects - Carried Over & New"											
Continuation of Priority Own Resource Road Works Projects - Non Specific											
		Gravel Sheetting			25.00	\$1,675,000	\$1,675,000				\$0
		Additional Employee Costs & Contract/Material Contingency				\$225,000	\$225,000				
		Contingency Transferred TO Road Infrastructure Reserve				\$150,000	\$150,000				
Priority 4 Works "Maintenance" (Amount listed is indicative only and may vary)											
		- Major Maintenance Works - Various Roads		Vegetation Clearance; Drainage Works; Etc)	0.00	\$451,403	\$343,930			\$107,473	
		- Minor Maintenance Works - Various Roads		Maintenance Grading; Etc)	0.00	\$171,036	\$171,036			\$9,463	
						\$3,771,439	\$2,587,680	\$732,667	\$328,620	\$116,936	\$15,000
		Total Grants & Contributions								\$1,193,223	
		% of Grants/Contribution to Total Program of Works								31.64%	
FIVE	2027/28	RRG Grant Projects	Other Grant; Maintenance & Own Resource								
Priority 1 "Grant Funded" Projects will take precedence over all other road works											
		Various Reseals	A	Various Reseals (MWRRG)	6.35	\$228,600	\$0	\$152,400	\$76,200		
		Dartmoor/Dartmoor LN	A	Gravel Sheetting	7.00	\$469,000	\$7,000	\$312,667	\$134,333		\$15,000
		Durawah/Stn/Stn Val	A	Widen Seal, Shoulders & Drainage Improvement	3.00	\$450,000	\$31,913	\$300,000	\$118,087		
Priority 2 & 3 Works - "Own Resources Projects - Carried Over & New"											
Continuation of Priority Own Resource Road Works Projects - Non Specific											
		Gravel Sheetting			22.00	\$1,474,000	\$1,299,000		\$0		\$175,000
		Reseal (Own Resources)			1.56	\$55,660	\$55,660				
		Additional Employee Costs & Contract/Material Contingency				\$225,000	\$225,000				
		Contingency Transferred TO Road Infrastructure Reserve				\$125,000					
Priority 4 Works (Amount listed is indicative only and may vary. If additional Maintenance Works required Priority 3 Works will reduce)											
		- Major Maintenance Works - Various Roads		Vegetation Clearance; Drainage Works; Etc)	0.00	\$451,403	\$343,930			\$107,473	
		- Minor Maintenance Works - Various Roads		Maintenance Grading; Etc)	0.00	\$171,036	\$171,036			\$9,463	
						\$3,649,699	\$2,133,540	\$765,067	\$328,620	\$116,936	\$190,000
		Total Grants & Contributions								\$1,400,623	
		% of Grants/Contribution to Total Program of Works								38.38%	
SIX	2028/29	RRG Grant Projects	Other Grant; Maintenance & Own Resource								
Priority 1 "Grant Funded" Projects will take precedence over all other road works											
		Various Reseals	A	Various Reseals (MWRRG)	6.53	\$163,080	-\$39,240	\$108,720	\$93,600		
		Dartmoor/Dartmoor LN	A	Gravel Sheetting	7.00	\$469,000	\$7,000	\$312,667	\$134,333		\$15,000
		Durawah/Stn/Stn Val	A	Widen Seal, Shoulders & Drainage Improvement	3.00	\$450,000	\$49,313	\$300,000	\$100,687		
Priority 2 & 3 Works - "Own Resources Projects - Carried Over & New"											
Continuation of Priority Own Resource Road Works Projects - Non Specific											
		Gravel Sheetting			24.00	\$1,608,000	\$1,458,000		\$0		\$150,000
		Additional Employee Costs & Contract/Material Contingency				\$275,000	\$275,000				
		Contingency Transferred TO Road Infrastructure Reserve				\$0					
Priority 4 Works "Maintenance" (Amount listed is indicative only and may vary)											
		- Major Maintenance Works - Various Roads		Vegetation Clearance; Drainage Works; Etc)		\$135,640	\$28,167			\$107,473	
		- Minor Maintenance Works - Various Roads		Maintenance Grading; Etc)		\$386,879	\$377,416			\$9,463	
						\$3,487,599	\$2,155,656	\$721,387	\$328,620	\$116,936	\$165,000
		Total Grants & Contributions								\$1,331,943	
		% of Grants/Contribution to Total Program of Works								38.19%	

Notes:		
Indicates Variation to Previously endorsed Road Works Program		
Annual Gravel Sheetting distance will vary to bring Program into approximate annual average Road Work Program amount		
	Contract & Materials	SoCV Plant & Labour
	\$180,000	\$0
Hudson	\$70,350	\$398,650
	\$247,500	\$202,500
Tranf FROM Res	\$251,250	\$1,423,750
	\$150,000	\$75,000
	150000	
	\$203,131	\$248,272
	\$10,262	\$160,774
\$3,780,902		
Ball Aid	\$1,262,494	\$2,508,946
		Cont/Materials - Grants Differential
		-\$69,271
	Reduction/Increase in Contract & Materials Contingency	
	-\$50,000	
33%	Percentage of Contract & Materials for whole RW Program	
	Contract & Materials	SoCV Plant & Labour
	\$228,600	\$0
Hudson	\$70,350	\$398,650
	\$247,500	\$202,500
Tranf FROM Res	\$221,100	\$1,252,900
	\$55,660	\$0
	\$150,000	\$75,000
	125000	
	\$203,131	\$248,272
	\$10,262	\$160,774
\$3,534,162		
Ball Aid	\$1,311,604	\$2,338,096
		Cont/Materials - Grants Differential
		\$89,019
	Reduction/Increase in Contract & Materials Contingency	
	-\$50,000	
36%	Percentage of Contract & Materials for whole RW Program	
	Contract & Materials	SoCV Plant & Labour
	\$163,080	\$0
Hudson	\$70,350	\$398,650
	\$247,500	\$202,500
Tranf FROM Res	\$241,200	\$1,366,800
	\$200,000	\$75,000
	0	
	\$61,038	\$74,602
	\$23,213	\$363,666
\$3,487,599		
Ball Aid	\$1,006,381	\$2,481,218
		Cont/Materials - Grants Differential
		\$325,562
	Reduction/Increase in Contract & Materials Contingency	
	\$0	
29%	Percentage of Contract & Materials for whole RW Program	

TEN YEAR ROADWORKS PROGRAM

Year	RRG	Hierarchy	Own Resource/Other Funding Sources/Comments	Type of work	Length SLK or Area	Estimated Total Project Cost (Excl Trnsfers to Infrast. Reserve)	Funding Sources					
							Shire	RRG/SBS	R2R	Direct Grant	Other	
SEVEN	2029/2030	RRG Grant Projects	Other Grant: Maintenance & Own Resource									
Priority 1 "Grant Funded" Projects will take precedence over all other road works												
		Various Reseals	A	Various Reseals (MWRRG)	9.00	\$324,000	\$14,400	\$216,000	\$93,600			
		Dartmoor/Dartmoor LN	A	Gravel Sheetting	7.00	\$469,000	\$7,000	\$312,667	\$134,333		\$15,000	
		Durawah/Stn/Stn Val	A	Widen Seal, Shoulders & Drainage Improvement	3.00	\$450,000	\$49,313	\$300,000	\$100,687			
Priority 2 & 3 Works - "Own Resources Projects - Carried Over & New"												
Continuation of Priority Own Resource Road Works Projects - Non Specific												
		Gravel Sheetting			22.00	\$1,474,000	\$1,324,000				\$150,000	
		Additional Employee Costs & Contract/Material Contingency				\$275,000	\$275,000					
		Contingency Transferred TO Road Infrastructure Reserve				\$0						
Priority 4 Works "Maintenance" (Amount listed is indicative only and may vary)												
		- Major Maintenance Works - Various Roads		Vegetation Clearance; Drainage Works; Etc)		\$135,640	\$28,167			\$107,473		
		- Minor Maintenance Works - Various Roads		Maintenance Grading; Etc)		\$386,879	\$377,416			\$9,463		
						\$3,514,519	\$2,075,296	\$828,667	\$328,620	\$116,936	\$165,000	
Total Grants & Contributions									\$1,439,223			
% of Grants/Contribution to Total Program of Works									40.95%			
EIGHT	2030/2031	RRG Grant Projects	Other Grant: Maintenance & Own Resource									
Priority 1 "Grant Funded" Projects will take precedence over all other road works												
		Various Reseals	A	Various Reseals (MWRRG)	9.00	\$324,000	\$14,400	\$216,000	\$93,600			
		Dartmoor/Dartmoor LN	A	Gravel Sheetting	7.00	\$469,000	\$7,000	\$312,667	\$134,333		\$15,000	
		Durawah/Stn/Stn Val	A	Widen Seal, Shoulders & Drainage Improvement	3.00	\$450,000	\$49,313	\$300,000	\$100,687			
Priority 2 & 3 Works - "Own Resources Projects - Carried Over & New"												
Continuation of Priority Own Resource Road Works Projects - Non Specific												
		Gravel Sheetting			22.00	\$1,474,000	\$1,363,741				\$110,259	
		Additional Employee Costs & Contract/Material Contingency				\$275,000	\$275,000					
		Contingency Transferred TO Road Infrastructure Reserve				\$0						
Priority 4 Works "Maintenance" (Amount listed is indicative only and may vary)												
		- Major Maintenance Works - Various Roads		Vegetation Clearance; Drainage Works; Etc)		\$135,640	\$28,167			\$107,473		
		- Minor Maintenance Works - Various Roads		Maintenance Grading; Etc)		\$386,879	\$377,416			\$9,463		
						\$3,514,519	\$2,115,037	\$828,667	\$328,620	\$116,936	\$125,259	
Total Grants & Contributions									\$1,399,482			
% of Grants/Contribution to Total Program of Works									39.82%			
NINE	2031/2032	RRG Grant Projects	Other Grant: Maintenance & Own Resource									
Priority 1 "Grant Funded" Projects will take precedence over all other road works												
		Various Reseals	A	Various Reseals (MWRRG)	3.37	\$121,320	\$0	\$80,880	\$40,440			
		Dartmoor/Dartmoor LN	A	Gravel Sheetting	7.00	\$469,000	\$0	\$300,000	\$154,000		\$15,000	
		Durawah/Stn/Stn Val	A	Widen Seal, Shoulders & Drainage Improvement	3.00	\$450,000	\$15,820	\$300,000	\$134,180			
Priority 2 & 3 Works - "Own Resources/Other Grant Projects - Carried Over & New"												
Continuation of Priority Own Resource Road Works Projects - Non Specific												
		Gravel Sheetting			25.00	\$1,675,000	\$1,675,000				\$0	
		Additional Employee Costs & Contract/Material Contingency				\$275,000	\$275,000					
		Contingency Transferred TO Road Infrastructure Reserve				\$0	\$0					
Priority 4 Works "Maintenance" (Amount listed is indicative only and may vary)												
		- Major Maintenance Works - Various Roads		Vegetation Clearance; Drainage Works; Etc)		\$150,000	\$42,527			\$107,473		
		- Minor Maintenance Works - Various Roads		Maintenance Grading; Etc)		\$400,000	\$390,537			\$9,463		
						\$3,540,320	\$2,398,884	\$680,880	\$328,620	\$116,936	\$15,000	
Total Grants & Contributions									\$1,141,436			
% of Grants/Contribution to Total Program of Works									32.24%			
Ten Year Projected Total Amounts							\$36,597,410	\$21,636,741	\$9,109,180	\$3,285,840	\$1,169,360	\$1,299,677
Average per Year for 10 Year Program of Works							\$3,659,741	\$2,163,674	\$910,918	\$328,584	\$116,936	\$129,968
Opening Balance Infrastructure Res @ 1/7							\$167,224	Transfer TO Reserve Fund	\$605,035	Transfer FROM Reserve Fund	\$585,259	Balance Reserve Fund
Closing Bal Infrastructure Res @ 30/6												\$187,000
DRFAWA LIMIT SHIRE OF CV CONTRIBUTION (PER EVENT) FOR FY 2021-22 = \$187,000												

Notes:

Indicates Variation to Previously endorsed Road Works Program

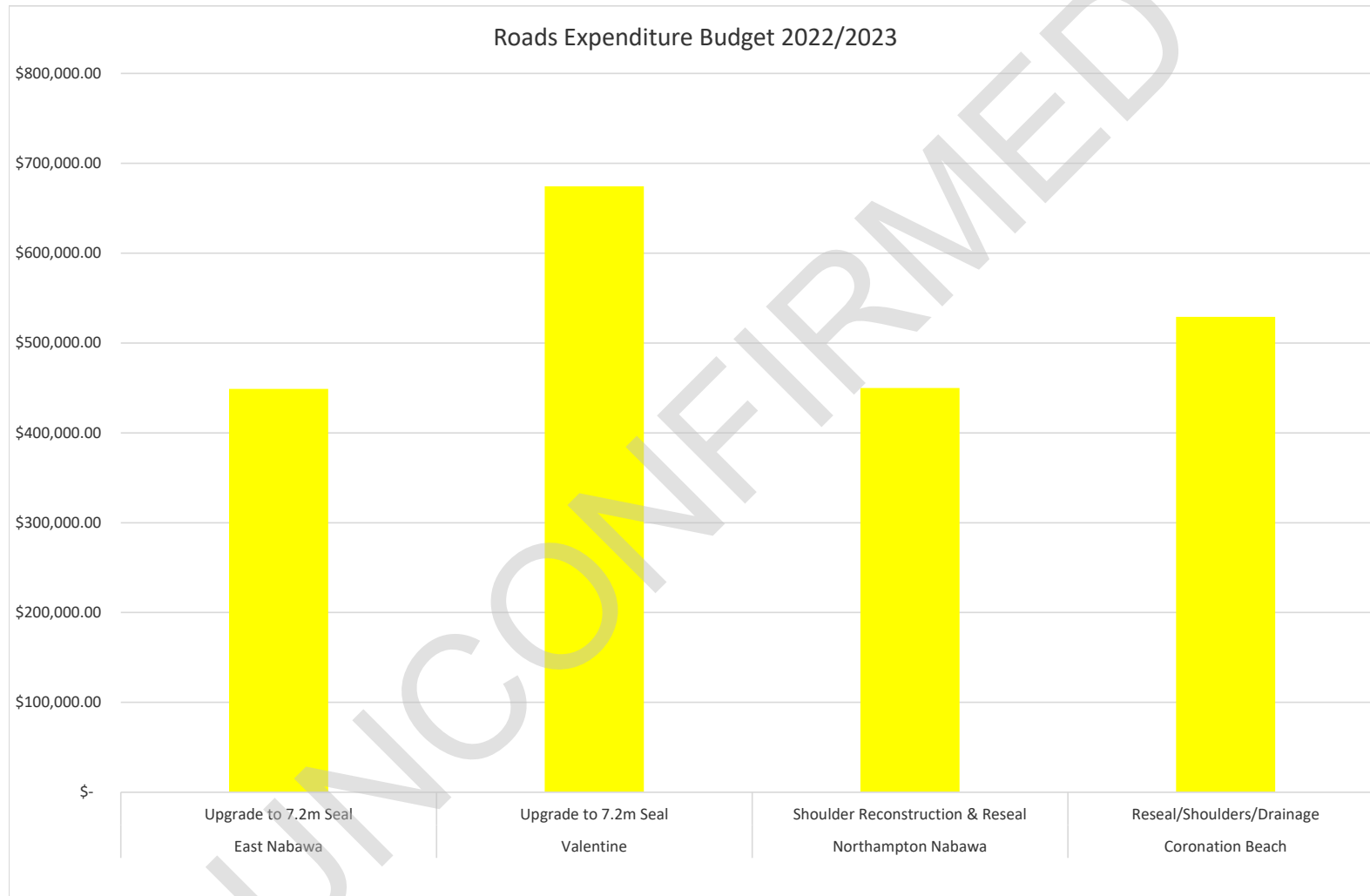
Annual Gravel Sheetting distance will vary to bring Program into approximate annual average Road Work Program amount

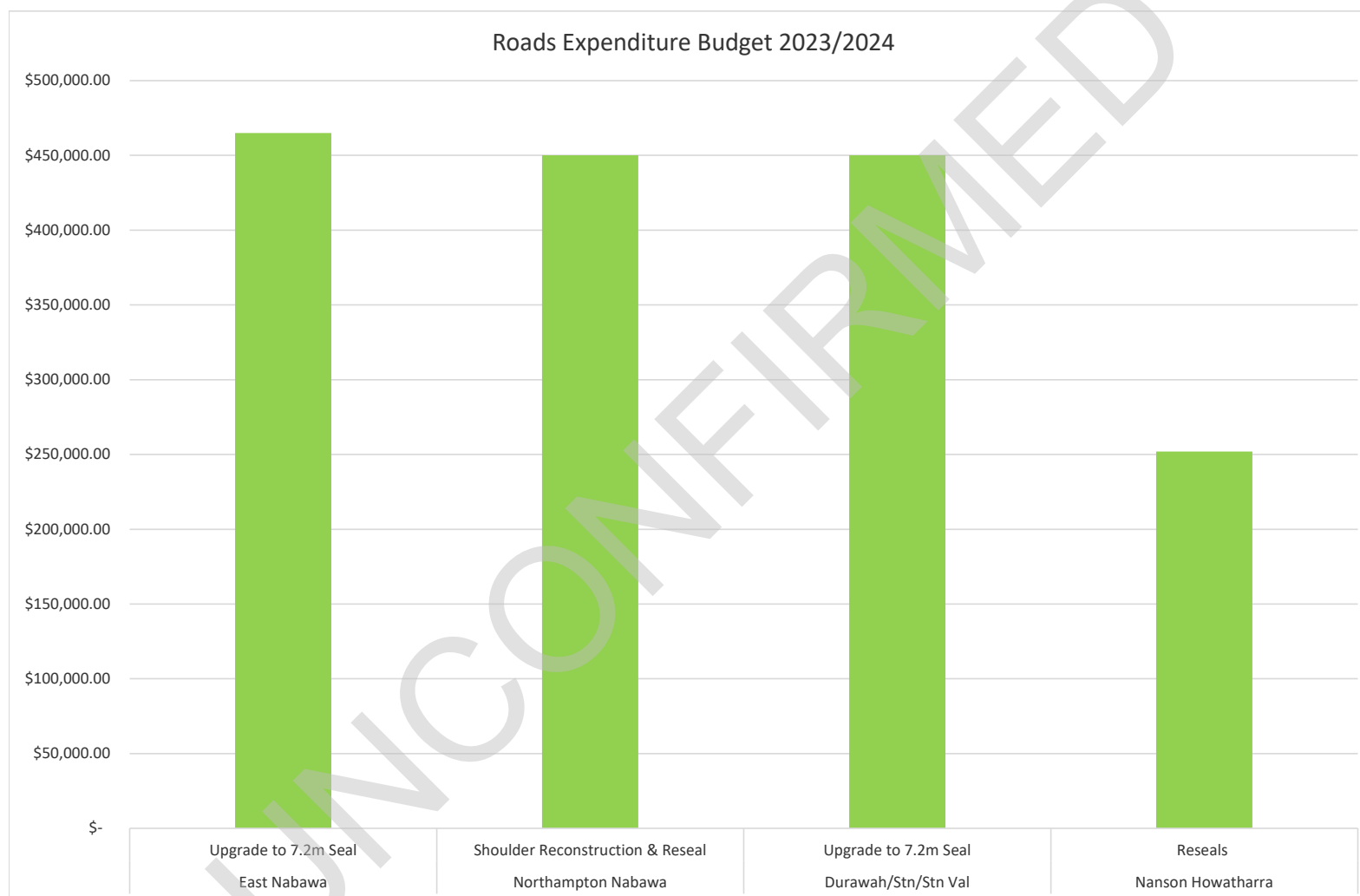
Contract & Materials	SoCV Plant & Labour
\$324,000	\$0
\$70,350	\$398,650
\$247,500	\$202,500
\$221,100	\$1,252,900
\$200,000	\$75,000
0	
\$61,038	\$74,602
\$23,213	\$363,666
\$3,514,519	
\$1,147,201	\$2,367,318
\$3,514,519	
Reduction/Increase in Contract & Materials Contingency	
\$0	

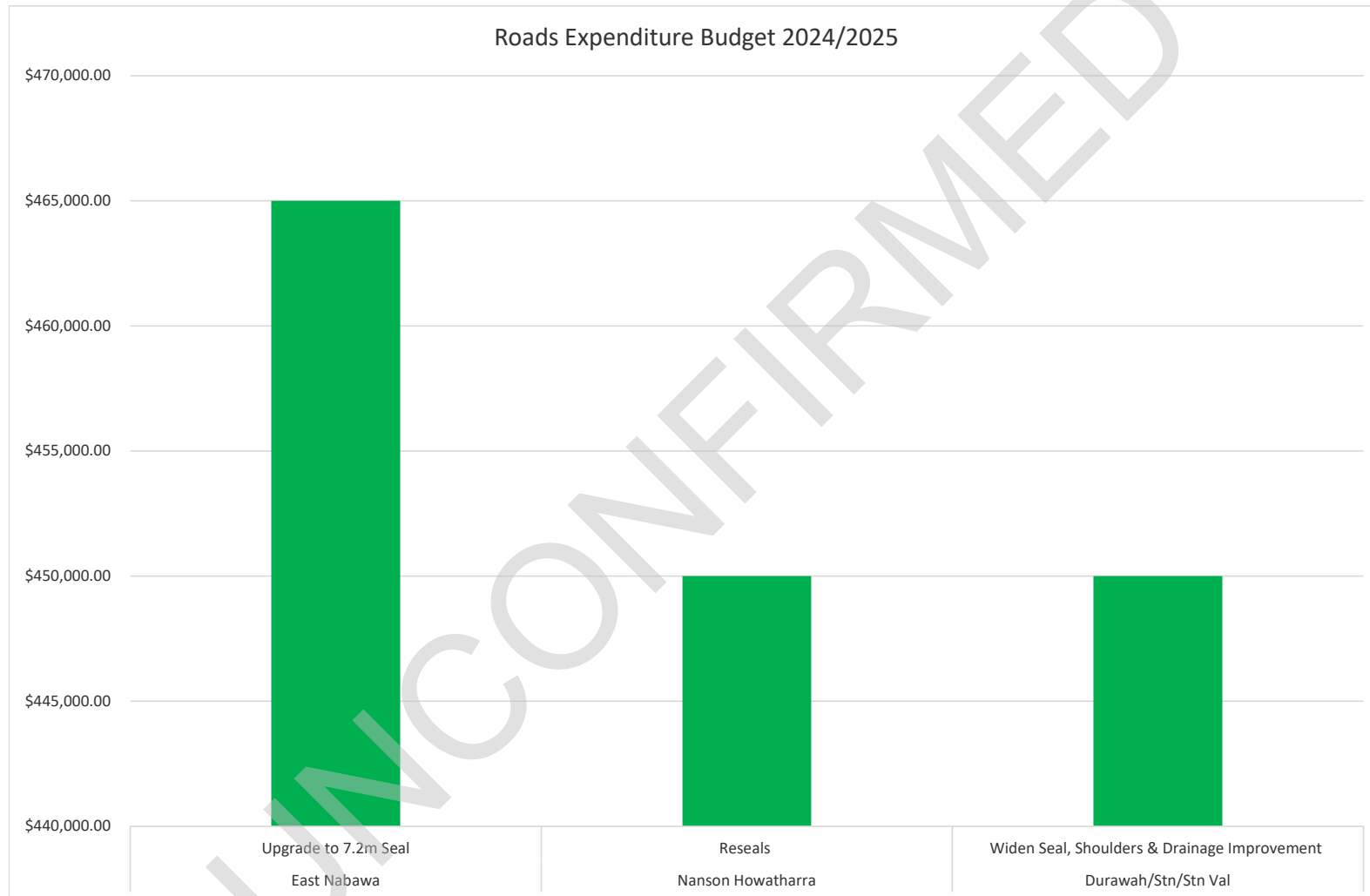
Contract & Materials	SoCV Plant & Labour
\$324,000	\$0
\$70,350	\$398,650
\$247,500	\$202,500
\$221,100	\$1,252,900
\$200,000	\$75,000
0	
\$61,038	\$74,602
\$23,213	\$363,666
\$3,514,519	
\$1,147,201	\$2,367,318
\$3,514,519	
Percentage of Contract & Materials for whole RW Program	
Contract & Materials	SoCV Plant & Labour
\$121,320	\$0
\$70,350	\$398,650
\$247,500	\$202,500
\$0	\$0
\$251,250	\$1,423,750
\$200,000	\$75,000
0	\$0
\$67,500	\$82,500
\$24,000	\$376,000
\$3,540,320	
\$542,750	\$1,957,250
\$3,540,320	
\$2,500,000	
Reduction/Increase in Contract & Materials Contingency	
\$0	

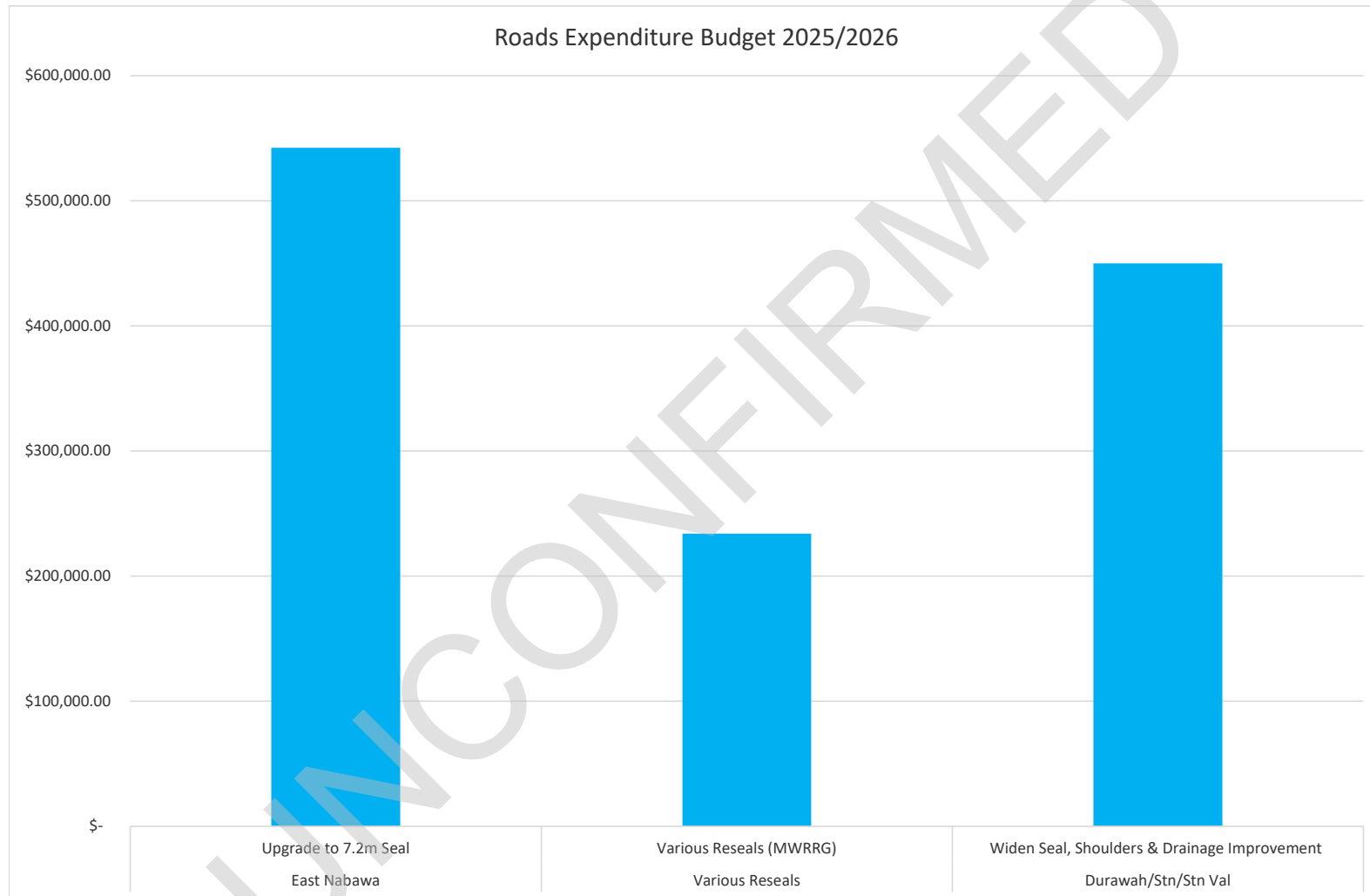
Percentage of Contract & Materials for whole RW Program	
\$14,438,074	\$22,239,371
\$36,677,445	

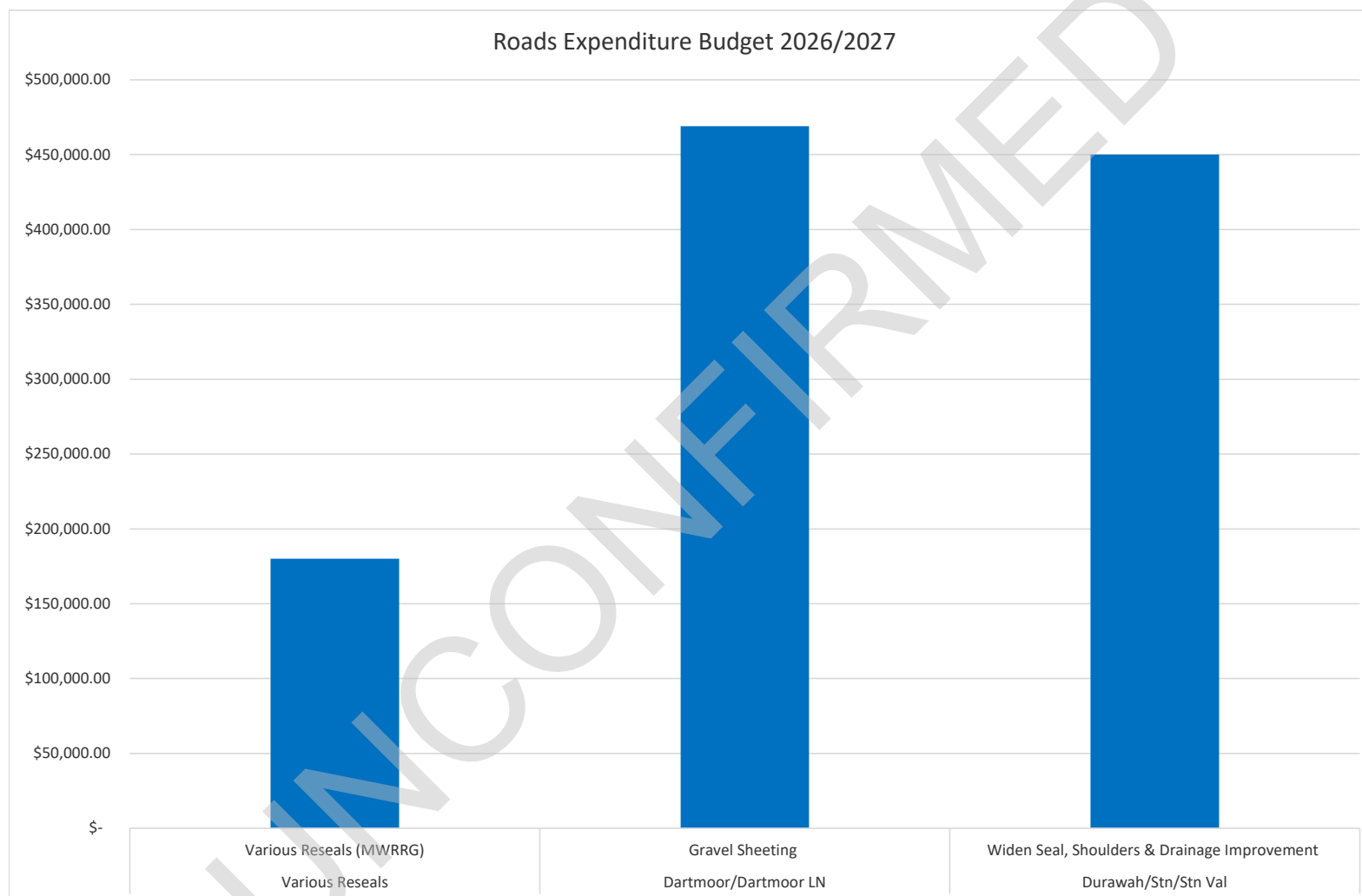
SHIRE OF CHAPMAN VALLEY										Long Term Financial Plan										
Roadworks Construction																				
INFRASTRUCTURE ROADWORKS		Actual				Projections/Predictions														
		18-19	19-20	20-21	21-22	1	2	3	4	5	6	7	8	9	10					
Notes	Link	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32									
Class Summary Totals																				
Opening Balance		120,977,863	122,298,978	124,141,815	125,600,352	122,003,218	124,105,528	125,722,528	127,087,528	128,314,028	129,413,028	130,560,628	131,642,708	132,885,708	134,128,708					
Accumulated Depreciation		(1,343,230)	(2,311,383)	(3,314,178)	(4,368,837)	(5,472,054)	(6,658,389)	(7,849,030)	(9,041,415)	(10,234,141)	(11,425,930)	(12,617,277)	(13,807,531)	(14,998,313)	(16,189,617)					
Written down Value		119,634,633	119,987,595	120,827,637	121,231,515	116,531,164	117,447,139	117,873,498	118,046,113	118,079,887	117,987,098	117,943,351	117,835,177	117,887,395	117,939,091					
Additions																				
Assets at no cost		Free or discounted																		
Renewal Priority One		Priority 1	1,321,115	1,842,837	1,458,537	1,874,920	2,102,310	1,617,000	1,365,000	1,226,500	1,099,000	1,147,600	1,082,080	1,243,000	1,243,000	1,040,320				
Disposals																				
Write offs																				
Revaluation																				
Increment		Balance sheet	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Decrement		Balance sheet	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Depreciation																				
Depreciation Charge		Income statement	(968,153)	(1,002,795)	(1,054,659)	(1,103,217)	(1,186,335)	(1,190,641)	(1,192,385)	(1,192,726)	(1,191,789)	(1,191,347)	(1,190,254)	(1,190,782)	(1,191,304)	(1,189,794)				
Closing balance WDV		Balance sheet	119,987,595	120,827,637	121,231,515	122,003,218	117,447,139	117,873,498	118,046,113	118,079,887	117,987,098	117,943,351	117,835,177	117,887,395	117,939,091	117,789,617				
Funding Sources		Information																		
Proceeds on sale																				
Borrowings																				
Private Contributions																				
Government Grants																				
Total Capital Contributions																				
Net Cost General Purpose Revenue																				

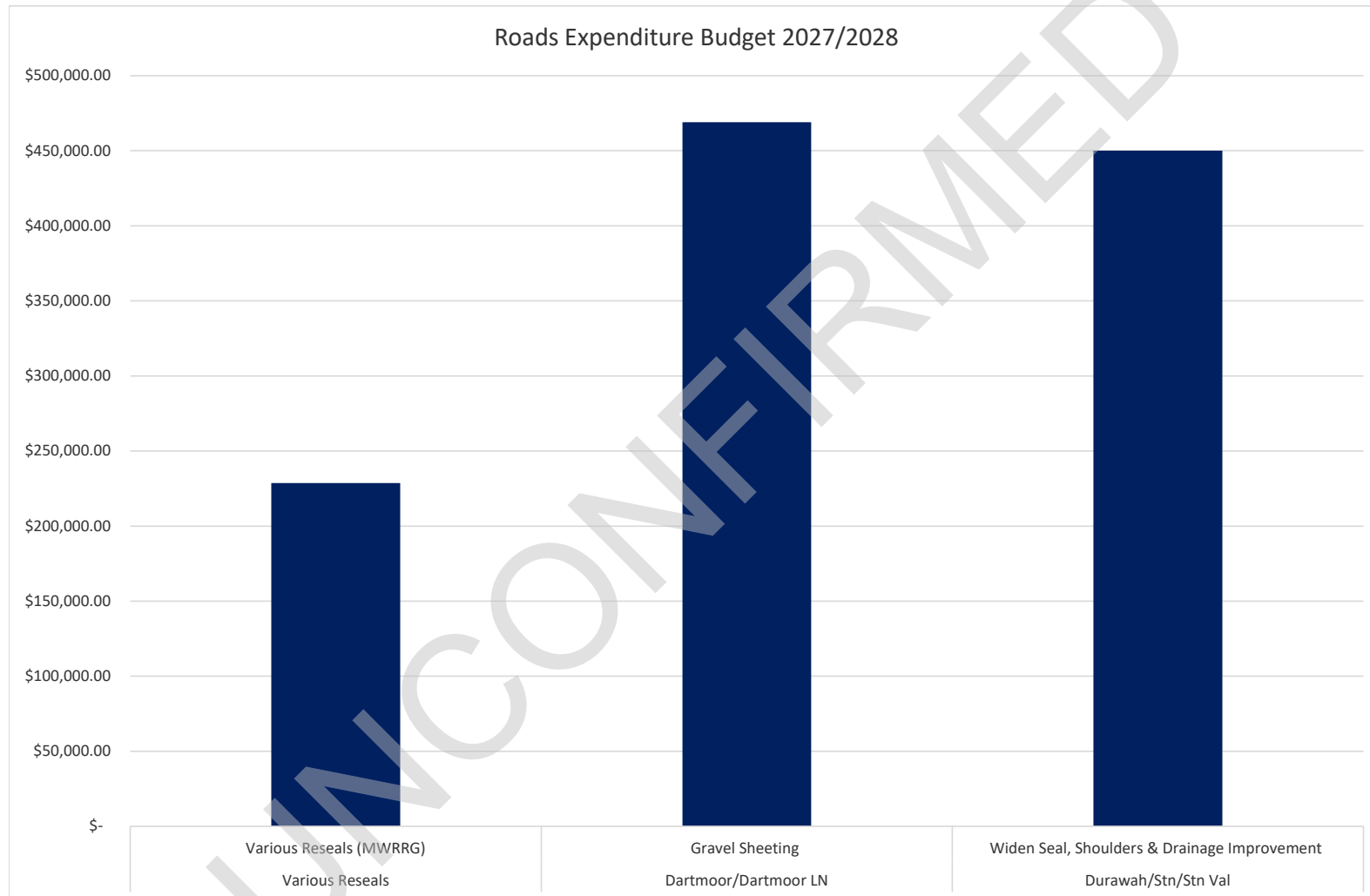


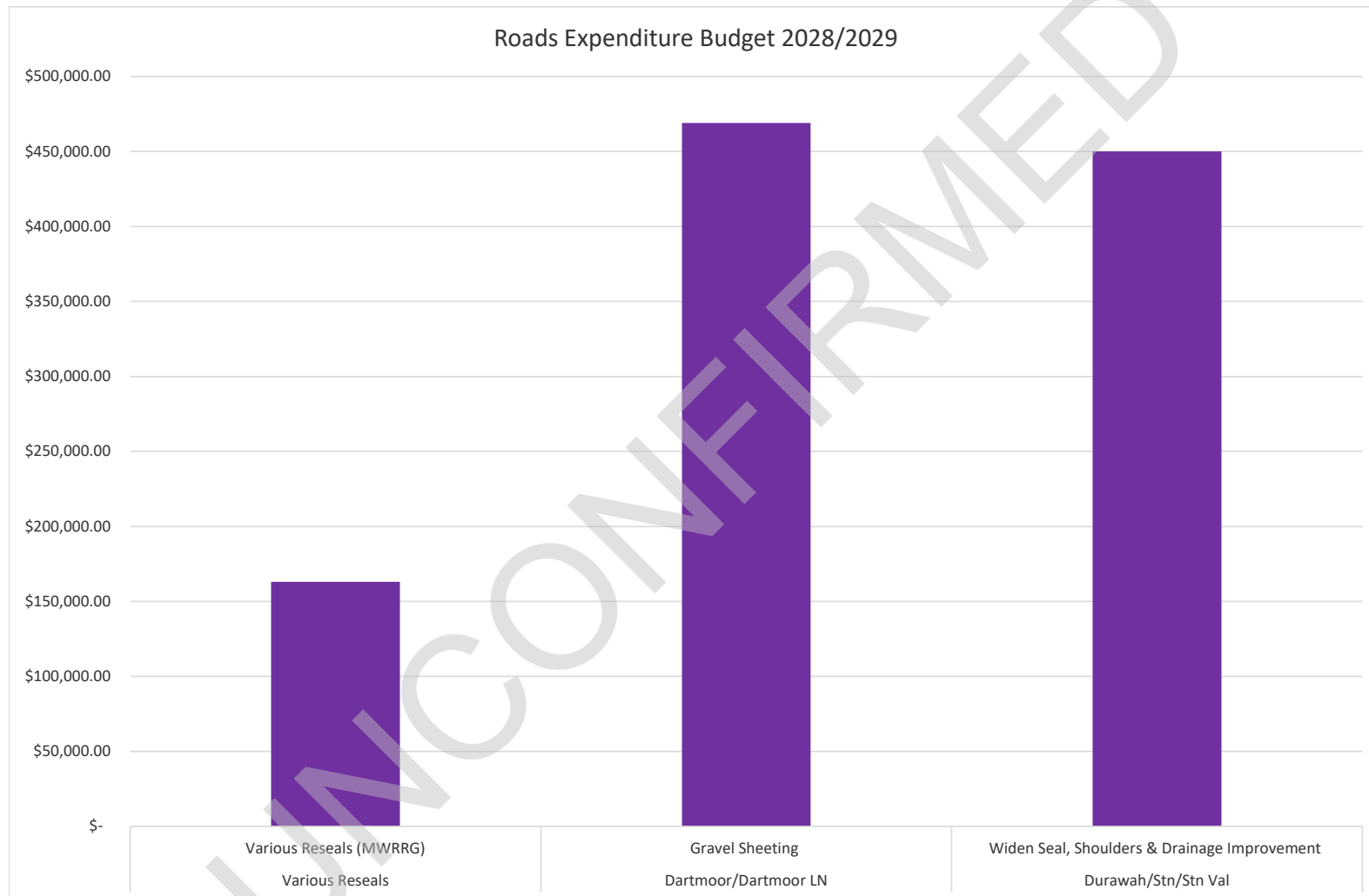


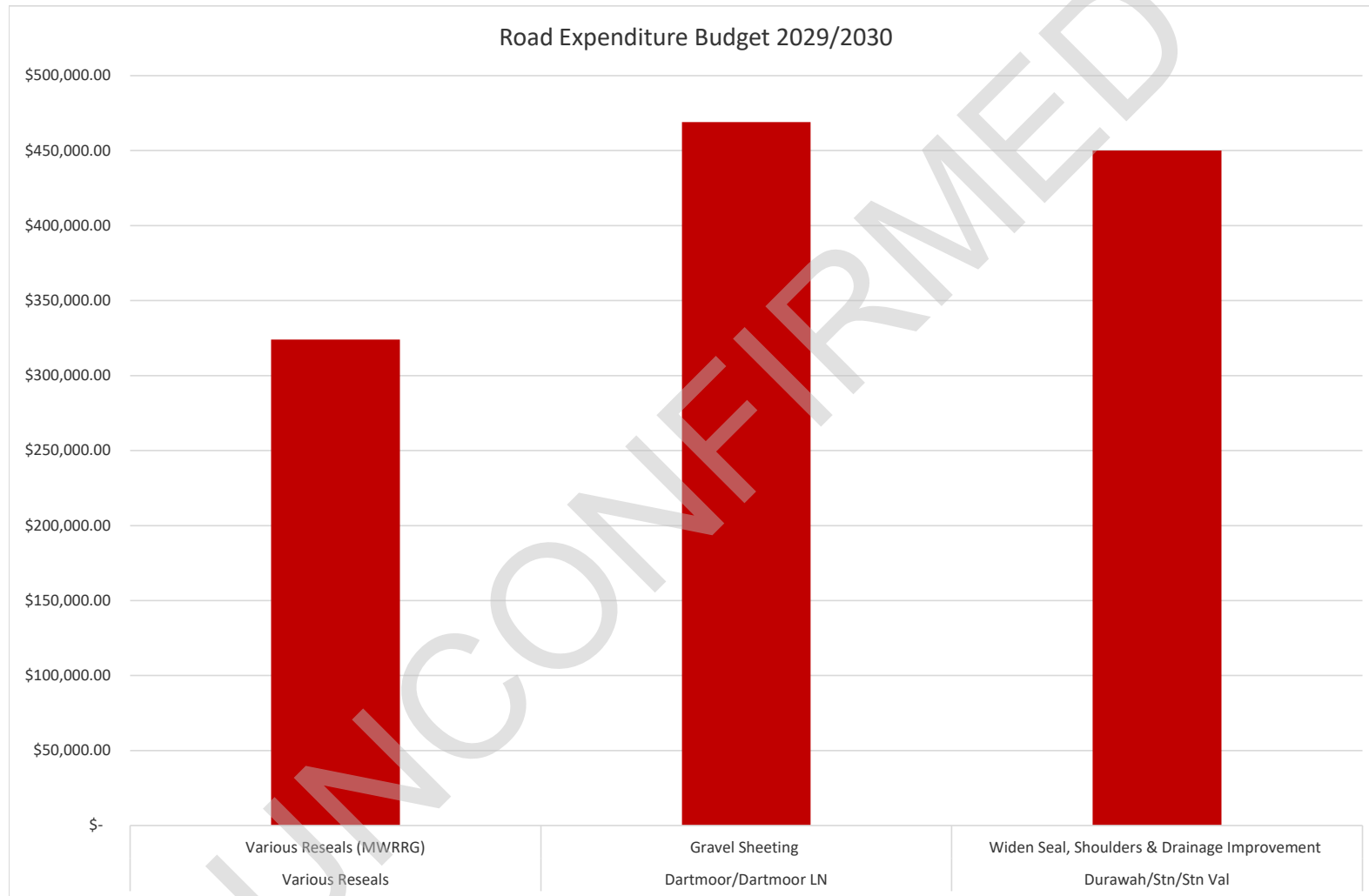


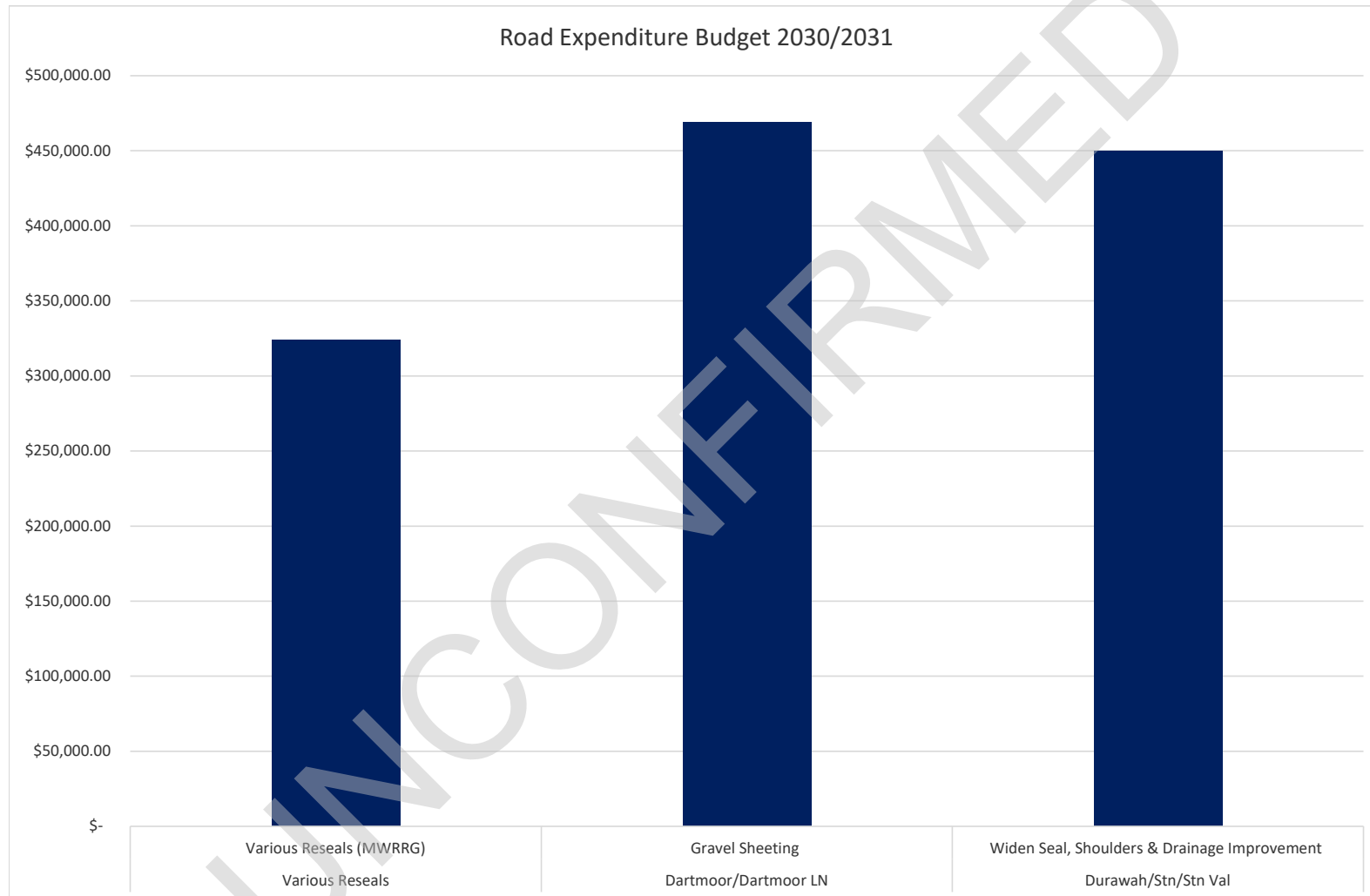


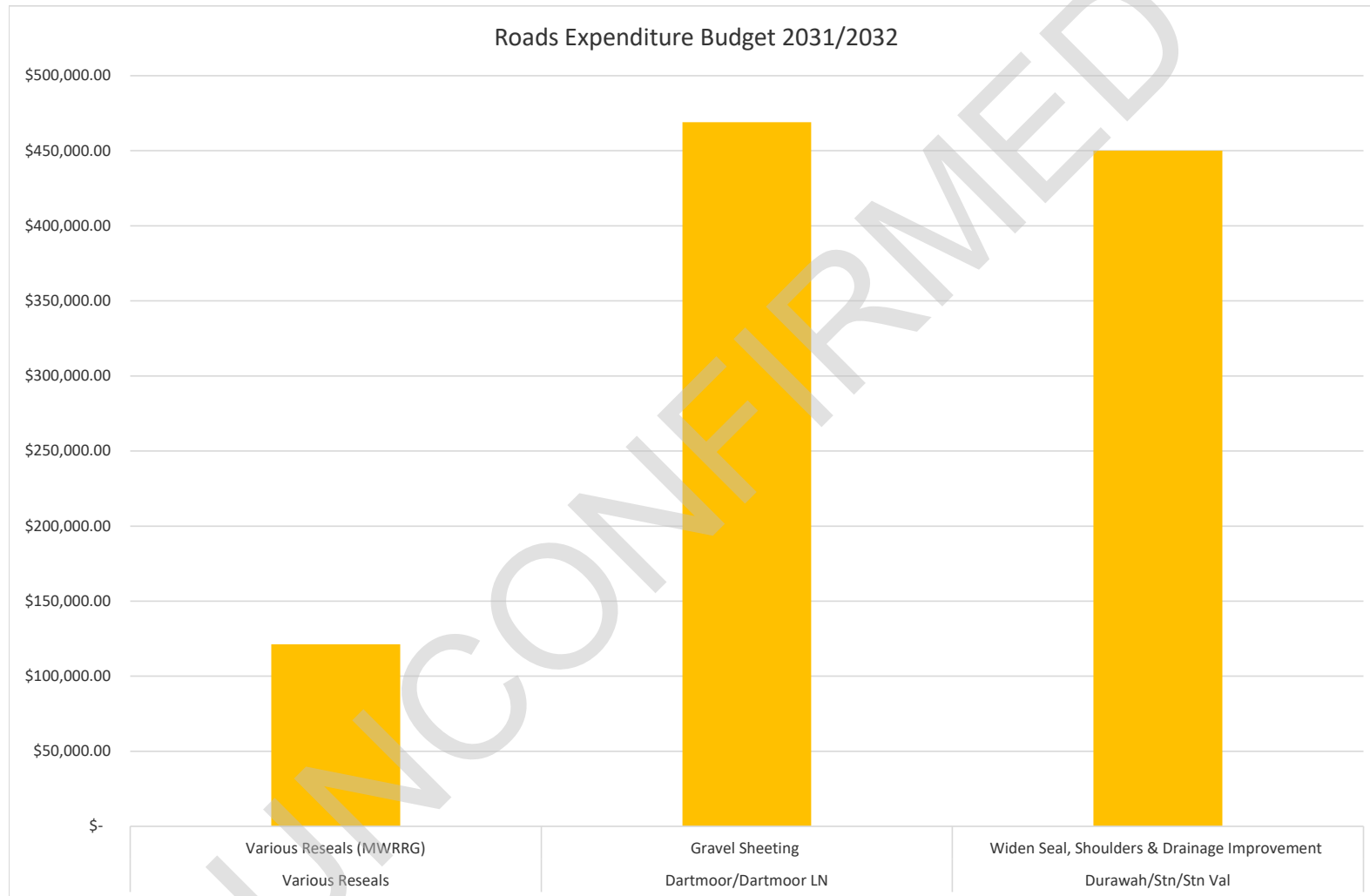












Finance Audit and Risk Management Committee 14 September 2023 - Minutes

7 Items to be dealt with En Bloc

Nil

UNCONFIRMED

Finance Audit and Risk Management Committee 14 September 2023 - Minutes

8 Officers Reports

8.1	Annual Financial Report Interim Audit
Department	Finance, Governance & Corporate Services Finance
Author	Dianne Raymond
Reference(s)	403.05
Attachment(s)	<ol style="list-style-type: none"> Interim Management Letter to CEO - Shire of Chapman Valley - 30 June 2023 [8.1.1 - 1 page] Interim management report - Shire of Chapman Valley - 30 June 2023 [8.1.2 - 8 pages]

Voting Requirements

Simply Majority

Staff Recommendation

That the Finance, Audit & Risk Management Committee receives the 30 June 2023 Annual Financial Report Interim Audit results and recommendations

Council Resolution

Moved: Cr Nicole Batten **Seconded:** Cr Darrell Forth

That the Finance, Audit & Risk Management Committee receives the 30 June 2023 Annual Financial Report Interim Audit results and recommendations

For Cr Darrell Forth, Cr Kirrilee Warr and Cr Nicole Batten
Against Nil

3 / 0

CARRIED UNANIMOUSLY
Minute Reference FARMC 2023/09-2

Disclosure of Interest

No officer declared an interest under the Local Government Act 1995, Subdivision 1 (LGA 1995) in the preparation of this report.

Background

Nexia Perth Audit Services Pty Ltd has been engaged by the Office of the Auditor General to perform an audit of the Shire of Chapman Valley for annual financial report for the year ending 30 June 2023. The primary scope and objective are to express an opinion to the electors of the Shire on whether the Shire's general purpose financial report as a whole is free from material misstatements (whether due to fraud or error) and is prepared (in all

Finance Audit and Risk Management Committee 14 September 2023 - Minutes

material respects) in accordance with applicable Australian Accounting Standards, the Local Government Act 1995 (as amended) and the Local Government (Financial Management) Regulations 1996 (as amended).

The audit conducted reviewed the Statutory Reporting areas in accordance with Reg 10 (3) of the Local Government (Audit) Regulations 1996:

- a) compliance with Part 6 of the Local Government Act 1995 (as amended), the Local Government (Financial Management) Regulations 1996 (as amended) or applicable financial controls of any other written law and
- b) conduct of audit

Comment

The interim audit for the year ending 30 June 2023 has been completed in accordance with the audit plan. The focus of this interim audit was to evaluate the overall control environment, but not for the purpose of expressing an opinion on the effectiveness of internal control, and to obtain an understanding of the key business processes, risks and internal controls relevant.

The audit highlighted some Management Control issues of which are in the attached listing of deficiencies and overall rating along with any other matters that were identified during the course of the interim audit. These matters have been discussed with the Chief Executive Officer, Manager Finance & Corporate Services and Financial Services Officer comments have been included on the attachment. The matters reported are limited to those deficiencies that were identified during the interim audit conducted and been concluded to be of sufficient importance to merit being reported to management.

Management is of the opinion that the financial integrity of the Shire is sound. Management acknowledge it is evident there are related party finance members however we believe the controls & reporting in place are sufficient for financial data integrity and transparent operations.

Reporting on delays in preparation, approval and reporting are acknowledged however with limited resources we do at times struggle to meet all deadlines, yet these are done and reviewed for each month.

Statutory Environment

No Financial Implications Identified.

Policy/Procedure Implications

No Policy or Management Procedure affected.

Financial Implications

No Financial Implications Identified.

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Strategic Implications

Strategic Community Plan/Corporate Business Plan Implications

GOVERNANCE & ACCOUNTABILITY

5.1 Ensure governance and administration systems, policies and processes are current and relevant.

5.1.1 Review policy categories and set ongoing accountability for review processes.

Consultation

The Chief Executive Officer, Manager Finance & Corporate Services, Financial Services Officer along with the Nexia audit team and the Director Financial Audit from Office of Auditor General consulted on matters.

Risk Assessment

An Insignificant Compliance Risk of Level 1 - Which will likely result in no noticeable regulatory or statutory impact.

Finance Audit and Risk Management Committee 22 February 2024 - Agenda
 Attachment: Management Control Issues Letter to CEO of Shire of Chapman Valley - 30 June 2023



Our Ref: 8653

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

Mr. Jamie Criddle
 Chief Executive Officer
 Shire of Chapman Valley
 PO Box 1
 NABAWA WA 6532

Mail to: Perth BC
 PO Box 8489
 PERTH WA 6849

Tel: 08 6557 7500
Fax: 08 6557 7600

Email: info@audit.wa.gov.au

Email: ceo@chapmanvalley.wa.gov.au

Dear Mr Criddle,

**ANNUAL FINANCIAL REPORT
 INTERIM AUDIT RESULTS FOR THE YEAR ENDING 30 JUNE 2023**

We have completed the interim audit for the year ending 30 June 2023. We performed this phase of the audit in accordance with our audit plan. The focus of our interim audit was to evaluate your overall control environment, but not for the purpose of expressing an opinion on the effectiveness of internal control, and to obtain an understanding of the key business processes, risks and internal controls relevant to our audit of the annual financial report.

Management Control Issues

I would like to draw your attention to the attached listing of deficiencies in internal control and other matters that were identified during the course of the interim audit. These matters have been discussed with management and their comments have been included on the attachment. The matters reported are limited to those deficiencies that were identified during the interim audit that we have concluded are of sufficient importance to merit being reported to management.

This letter has been provided for the purposes of your local government and may not be suitable for other purposes.

We have forwarded a copy of this letter to the President. A copy will also be forwarded to the Minister for Local Government when we forward our auditor's report on the annual financial report to the Minister on completion of the audit.

Feel free to contact me on 6557 7574 if you would like to discuss these matters further.

Yours faithfully

Renuka Venkatraman
 Director Financial Audit
 14 August 2023

Attach

ATTACHMENT**NAME OF ENTITY: SHIRE OF CHAPMAN VALLEY****PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2023****FINDINGS IDENTIFIED DURING THE INTERIM AUDIT**

Index of findings	Potential impact on audit opinion	Rating			Prior year finding
		Significant	Moderate	Minor	
1. Privileged user access for Synergy Soft	✓	✓			
2. Conflict of interest in review and approval of journal entries			✓		
3. Overpayment on employee termination			✓		
4. Current employee's contract not renewed			✓		
5. Corporate credit card statements not approved			✓		
6. Delay in preparation of bank reconciliations			✓		

Key to ratings

The Ratings in this management letter are based on the audit team's assessment of risks and concerns with respect to the probability and/or consequence of adverse outcomes if action is not taken. We give consideration to these potential adverse outcomes in the context of both quantitative impact (for example financial loss) and qualitative impact (for example inefficiency, non-compliance, poor service to the public or loss of public confidence).

Significant - Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating could indicate the need for a modified audit opinion in the current year, or in a subsequent reporting period if not addressed. However even if the issue is not likely to impact the audit opinion, it should be addressed promptly.

Moderate - Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.

Minor - Those findings that are not of primary concern but still warrant action being taken.

ATTACHMENT**NAME OF ENTITY: SHIRE OF CHAPMAN VALLEY****PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2023****FINDINGS IDENTIFIED DURING THE INTERIM AUDIT****1. Privileged user access for Synergy Soft****Finding**

We noted that 3 users were assigned privileged system administration roles, including the CEO and 2 staff with Finance roles (Manager Finance & Corporate Services and Financial Services Officer). Although these users have been granted separate non-privileged accounts when performing business as usual activities, the use of the privileged accounts could potentially lead to segregation of duties conflicts and excessive access privileges that may not be required for these roles.

We confirmed that the privileged access users have access to all modules and functions within the SynergySoft application. They can create users (in collaboration with the ICT provider) and delete users. Privileged access users also have the ability to modify user account privileges to assign relevant delegated authority to enable workflow (i.e., to raise, approve and post invoices to the ledger)

We note that all auditable items (e.g., transactions, approvals, deletions etc.) have a username stamped in SynergySoft which cannot be deleted. However although these actions are logged / tracked and auditable, there has been no independent review of the actions of users granted the privileged user access.

We acknowledge that the provision of privileged account access to the Finance staff has been necessitated as a back-up for urgent user maintenance in the absence of a Systems Support Officer, due to the small number of the finance/IT personnel.

**Rating: Significant
Implication**

Without appropriate user access management controls in place there is an increased risk of inappropriate or unauthorised access to the Shire's finance system. This could impact segregation of duties controls and the integrity of financial information.

Recommendation

Management should ensure that the employees who have privileged user access to SynergySoft are appropriate.

Management should:

- Review staff privileged user accounts to apply the principal of least privilege to assign user access (e.g., investigate options to assign the business requirements to a different role with less privileges). Ideally, financial staff should not use system administrative accounts.
- Monitor the activities of the privileged user account on a regular basis if it believes that privileged access to finance staff is required for business reasons. In addition, the review sign off should specifically review specific tasks undertaken by the privileged user that may present a conflict of interest with their day-to-day role.

ATTACHMENT**NAME OF ENTITY: SHIRE OF CHAPMAN VALLEY****PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2023****FINDINGS IDENTIFIED DURING THE INTERIM AUDIT****Management Comment**

Management note the findings of user profiles for the accounting software and are mindful of the risk involved. However, with the limited resources available of skilled finance and IT officers, management believe the internal controls are strong and the risk low. It is not practical to limit the two users responsible for this area as this will cause delay and frustration for other officers. Management will seek advice from the software provider for provision of audit logs to be produced at regular intervals for review by the CEO as an independent reviewer. Management will continue to be aware of the risks and if possible, address this through additional resource.

Responsible Person: Manager Finance and Corporate Services**Completion Date:** 31 July 2023

ATTACHMENT**NAME OF ENTITY: SHIRE OF CHAPMAN VALLEY****PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2023****FINDINGS IDENTIFIED DURING THE INTERIM AUDIT****2. Conflict of interest in review and approval of journal entries****Finding**

We noted that journal entries are prepared by the Financial Services Officer (FSO) and approved by the Manager Finance and Corporate Services (MFCS). They are both close family members.

Rating: Moderate**Implication**

Accounting journals can represent significant adjustments to previously approved accounting transactions and should be independently reviewed. However, the review and approval of journals by a close family member, represents a conflict of interest, that could potentially weaken the controls over journal entries and may lead to ineffective detection of fraud and error.

Recommendation

We recommend that close family members and related parties do not review the work of one another as far as practicable. We recommend that an independent officer eg. the CEO, performs the review of journal entries, as part of the month end process.

Management Comment

Management notes the findings of conflict of interest for the accounting software journals and are mindful of the risk involved. However, with the limited resources available of skilled finance staff, management believe the internal controls are strong and the risk low. The organisation does declare related parties annually and this is a known factor which management and council are aware.

Responsible Person: Manager Finance and Corporate Services**Completion Date:** 31 July 2023

ATTACHMENT

NAME OF ENTITY: SHIRE OF CHAPMAN VALLEY

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2023

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

3. Overpayment on employee termination

Finding

Our testing of controls over employee terminations, identified one instance where an employee's final settlement was overpaid by \$274.

We understand from the Manager Finance and Corporate Services, that the Shire was unaware of the overpayment and do not intend to recover the overpayment.

Rating: Moderate

Implication

Inadequate controls over the calculation and processing of termination payments can lead to overpayments, resulting in a financial loss to the Shire.

Recommendation

Management should ensure that there are independent checks of the final pay calculations and their processing in the payroll system, prior to payment.

Management Comment

Management acknowledges this overpayment and will ensure the final checks from the termination calculation spreadsheet reconciles to the payroll system report prior to final payment is processing.

Responsible Person: Manager Finance and Corporate Services

Completion Date: 31 July 2023

ATTACHMENT**NAME OF ENTITY: SHIRE OF CHAPMAN VALLEY****PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2023****FINDINGS IDENTIFIED DURING THE INTERIM AUDIT****4. Current employee's contract not renewed****Finding**

We noted that the employment contract for Anthony Abbott had expired on 27/11/2022 and had not been renewed in a timely manner. We understand that a new contract was presented for approval in the May 2023 Council meeting. At the time of the interim audit, Council was yet to approve the new contract.

Rating: Moderate**Implication**

Failure to renew employees' employment contracts in a timely manner could result in incorrect salary payment to employees and increases the risk of disputes regarding pay.

Recommendation

Management should ensure that the renewal and approval of employee contracts is completed in a timely manner.

Management Comment

Management acknowledges delays in reviewing employment contracts and will ensure these are reviewed in a timely manner by setting triggers in payroll allowing sufficient time to review.

Responsible person: Manager Finance and Corporate Services**Completion Date:** 31 July 2023

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2023

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

Finding

Rating: Moderate

Implication

Recommendation

Management Comment

Responsible Person: Manager Finance and Corporate Services

Completion Date: 31 July 2023

ATTACHMENT

NAME OF ENTITY: SHIRE OF CHAPMAN VALLEY

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2023

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

6. Delay in preparation of bank reconciliations

Finding

We noted 2 instances where bank reconciliations were not prepared and reviewed in a timely manner. The bank reconciliations for the month of August 2022 and March 2023 were only prepared at the end of the following months.

Rating: Moderate

Implication

Delays in the preparation and review of bank reconciliations could result in errors and reconciling entries not being detected and corrected in a timely manner. This could potentially lead to misstatements in the cash and cash equivalents balances in the Shire's monthly and annual financial reports.

Recommendation

Management should ensure that monthly bank reconciliations are prepared and independently reviewed within a reasonable time frame in the following month.

Management Comment

Management acknowledges there was a delay in the monthly bank reconciliations however these did still occur within a reasonable timeframe. Limited resources at busy times does affect the availability of skilled finance officers. Management will continue in its endeavours to have all finances reconciled in a timely manner.

Responsible Person: Manager Finance and Corporate Services

Completion Date: 31 July 2023

Finance Audit and Risk Management Committee 14 September 2023 - Minutes

9 New Business of an Urgent Nature Introduced by Decision of the Meeting

Nil

10 Closure

The Shire President thanked Elected Members and Staff for their attendance and closed the Finance Audit and Risk Management Committee 14 September 2023 at 10:23 am.

UNCONFIRMED

7 Items to be dealt with En Bloc

8 Officers Reports

8.1	Compliance Audit Return
Department	Finance, Governance & Corporate Services Chief Executive Officer
Author	Dianne Raymond
Reference(s)	403.05 & 305.00
Attachment(s)	1. Compliance Audit Return 2023 [8.1.1 - 11 pages]

Voting Requirements

Simply Majority

Staff Recommendation

That the Finance, Audit & Risk Management Committee recommends the following to Council:

The 2023 Compliance Audit Return be signed by the CEO and Shire President

The 2023 Compliance Audit Return be received and recorded in the Minutes of Council

Disclosure of Interest

No officer declared an interest under the Local Government Act 1995, Subdivision 1 (LGA 1995) in the preparation of this report.

Background

Every Local Government Authority in Western Australia is required to complete the Compliance Audit Return (CAR) each year. The purpose of this item is to present the 2022/2023 Compliance Audit Return to the Committee to review prior to going to Council for formal adoption and forwarding a certified copy to the Department of Local Government.

Comment

The Chief Executive Officer has completed a Draft copy of the Shire of Chapman Valley 2023 Compliance Audit Return which has been provided to Councillors as an attachment.

Statutory Environment

No Financial Implications Identified.

Policy/Procedure Implications

No Policy or Management Procedure affected.

Financial Implications

No Financial Implications Identified.

Strategic Implications**Strategic Community Plan/Corporate Business Plan Implications****GOVERNANCE & ACCOUNTABILITY**

5.1 Ensure governance and administration systems, policies and processes are current and relevant.

5.1.1 Review policy categories and set ongoing accountability for review processes.

Consultation

Relevant staff have been consulted as part of the process to complete the Compliance Audit Report

Risk Assessment

No Risks have been Identified.

Department of Local Government, Sport and Cultural Industries - Compliance Audit Return - Chapman Valley



Department of
**Local Government, Sport
and Cultural Industries**

Chapman Valley – Compliance Audit Return

Commercial Enterprises by Local Governments				
No	Reference	Question	Response	Comments
1	s3.59(2)(a) F&G Regs 7,9,10	Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2023?	N/A	
2	s3.59(2)(b) F&G Regs 7,8A, 8, 10	Has the local government prepared a business plan for each major land transaction that was not exempt in 2023?	N/A	
3	s3.59(2)(c) F&G Regs 7,8A, 8,10	Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2023?	N/A	
4	s3.59(4)	Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2023?	N/A	
5	s3.59(5)	During 2022, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?	N/A	

Delegation of Power/Duty				
No	Reference	Question	Response	Comments
1	s5.16 (1)	Were all delegations to committees resolved by absolute majority?	N/A	
2	s5.16 (2)	Were all delegations to committees in writing?	N/A	
3	s5.17	Were all delegations to committees within the limits specified in section 5.17 of the Local Government Act 1995?	N/A	
4	s5.18	Were all delegations to committees recorded in a register of delegations?	N/A	
5	s5.18	Has council reviewed delegations to its committees in the 2022/2023 financial year?	Yes	

Department of Local Government, Sport and Cultural Industries - Compliance Audit Return - Chapman Valley



Department of
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6	s5.42(1) & s5.43 Admin Reg 18G	Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Local Government Act 1995?	Yes	
7	s5.42(1)	Were all delegations to the CEO resolved by an absolute majority?	Yes	
8	s5.42(2)	Were all delegations to the CEO in writing?	Yes	
9	s5.44(2)	Were all delegations by the CEO to any employee in writing?	Yes	
10	s5.16(3)(b) & s5.45(1)(b)	Were all decisions by the Council to amend or revoke a delegation made by absolute majority?	Yes	
11	s5.46(1)	Has the CEO kept a register of all delegations made under Division 4 of the Act to the CEO and to employees?	Yes	
12	s5.46(2)	Were all delegations made under Division 4 of the Act reviewed by the delegator at least once during the 2022/2023 financial year?	Yes	
13	s5.46(3) Admin Reg 19	Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Local Government (Administration) Regulations 1996, regulation 19?	Yes	

Disclosure of Interest				
No	Reference	Question	Response	Comments
1	s5.67	Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69 of the Local Government Act 1995, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?	Yes	
2	s5.68(2) & s5.69(5) Admin Reg 21A	Were all decisions regarding participation approval, including the extent of participation allowed and, where relevant, the information required by the Local Government (Administration) Regulations 1996 regulation 21A, recorded in the minutes of the relevant council or committee meeting?	Yes	
3	s5.73	Were disclosures under sections 5.65, 5.70 or 5.71A(3) of the Local Government Act 1995 recorded in the minutes of the meeting at which the disclosures were made?	Yes	
4	s5.75 Admin Reg 22, Form 2	Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?	Yes	
5	s5.76 Admin Reg 23, Form 3	Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2022?	Yes	

Department of Local Government, Sport and Cultural Industries - Compliance Audit Return - Chapman Valley



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6	s5.77	On receipt of a primary or annual return, did the CEO, or the Mayor/President, give written acknowledgment of having received the return?	Yes	
7	s5.88(1) & (2)(a)	Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76 of the Local Government Act 1995?	Yes	
8	s5.88(1) & (2)(b) Admin Reg 28	Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28?	Yes	
9	s5.88(3)	When a person ceased to be a person required to lodge a return under sections 5.75 and 5.76 of the Local Government Act 1995, did the CEO remove from the register all returns relating to that person?	Yes	
10	s5.88(4)	Have all returns removed from the register in accordance with section 5.88(3) of the Local Government Act 1995 been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?	Yes	
11	s5.89A(1), (2) & (3) Admin Reg 28A	Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28A?	Yes	
12	s5.89A(5) & (5A)	Did the CEO publish an up-to-date version of the gift register on the local government's website?	Yes	
13	s5.89A(6)	When people cease to be a person who is required to make a disclosure under section 5.87A or 5.87B of the Local Government Act 1995, did the CEO remove from the register all records relating to those people?	Yes	
14	s5.89A(7)	Have copies of all records removed from the register under section 5.89A(6) of the Local Government Act 1995 been kept for a period of at least five years after the person ceases to be a person required to make a disclosure?	Yes	
15	s5.70(2) & (3)	Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?	Yes	

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16	s5.71A & s5.71B(5)	Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under section 5.71A(1) of the Local Government Act 1995 relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application?	N/A	
17	s5.71B(6) & s5.71B(7)	Was any decision made by the Minister under section 5.71B(6) of the Local Government Act 1995, recorded in the minutes of the council meeting at which the decision was considered?	N/A	
18	s5.104(1)	Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members candidates that incorporates the model code of conduct?	Yes	
19	s5.104(3) & (4)	Did the local government adopt additional requirements in addition to the model code of conduct? If yes, does it comply with section 5.104(3) and (4) of the Local Government Act 1995?	Yes	
20	s5.104(7)	Has the CEO published an up-to-date version of the code of conduct for council members, committee members and candidates on the local government's website?	Yes	
21	s5.51A(1) & (3)	Has the CEO prepared and implemented a code of conduct to be observed by employees of the local government? If yes, has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?	Yes	

Disposal of Property				
No	Reference	Question	Response	Comments
1	s3.58(3)	Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) of the Local Government Act 1995 (unless section 3.58(5) applies)?	Yes	
2	s3.58(4)	Where the local government disposed of property under section 3.58(3) of the Local Government Act 1995, did it provide details, as prescribed by section 3.58(4), in the required local public notice for each disposal of property?	N/A	

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Elections				
No	Reference	Question	Response	Comments
1	Elect Regs 30G(1) & (2)	Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate in accordance with regulations 30G(1) and 30G(2) of the Local Government (Elections) Regulations 1997?	Yes	
2	Elect Regs 30G(3) & (4)	Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years in accordance with regulation 30G(4) of the Local Government (Elections) Regulations 1997?	Yes	
3	Elect Regs 30G(5) & (6)	Did the CEO publish an up-to-date version of the electoral gift register on the local government's official website in accordance with regulation 30G(5) of the Local Government (Elections) Regulations 1997?	Yes	

Finance				
No	Reference	Question	Response	Comments
1	s7.1A	Has the local government established an audit committee and appointed members by absolute majority in accordance with section 7.1A of the Local Government Act 1995?	Yes	
2	s7.1B	Where the council delegated to its audit committee any powers or duties under Part 7 of the Local Government Act 1995, did it do so by absolute majority?	N/A	
3	s7.9(1)	Was the auditor's report for the financial year ended 30 June 2023 received by the local government by 31 December 2023?	No	Approval was sought & granted by the Minister

Department of Local Government, Sport and Cultural Industries - Compliance Audit Return - Chapman Valley



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4	s7.12A(3)	Where the local government determined that matters raised in the auditor's report prepared under section 7.9(1) of the Local Government Act 1995 required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters?	N/A	
5	s7.12A(4)(a) & (4)(b)	Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters? Was a copy of the report given to the Minister within three months of the audit report being received by the local government?	N/A	
6	s7.12A(5)	Within 14 days after the local government gave a report to the Minister under section 7.12A(4)(b) of the Local Government Act 1995, did the CEO publish a copy of the report on the local government's official website?	N/A	
7	Audit Reg 10(1)	Was the auditor's report for the financial year ending 30 June 2023 received by the local government within 30 days of completion of the audit?	Yes	

Local Government Employees				
No	Reference	Question	Response	Comments
1	s5.36(4) & s5.37(3) Admin Reg 18A	Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?	N/A	
2	Admin Reg 18E	Was all information provided in applications for the position of CEO true and accurate?	N/A	
3	Admin Reg 18F	Was the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the Local Government Act 1995?	N/A	
4	s5.37(2)	Did the CEO inform council of each proposal to employ or dismiss senior employee?	N/A	
5	s5.37(2)	Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?	N/A	

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Official Conduct				
No	Reference	Question	Response	Comments
1	s5.120	Has the local government designated an employee to be its complaints officer?	Yes	
2	s5.121(1) & (2)	Has the complaints officer for the local government maintained a register of complaints which records all complaints that resulted in a finding under section 5.110(2)(a) of the Local Government Act 1995?	Yes	
3	S5.121(2)	Does the complaints register include all information required by section 5.121(2) of the Local Government Act 1995?	Yes	
4	s5.121(3)	Has the CEO published an up-to-date version of the register of the complaints on the local government's official website?	Yes	

Tenders for Providing Goods and Services				
No	Reference	Question	Response	Comments
1	F&G Reg 11A(1) & (3)	Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and (3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, \$250,000 or less or worth \$250,000 or less?	Yes	
2	s3.57 F&G Reg 11	Subject to Local Government (Functions and General) Regulations 1996, regulation 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in regulation 11(1) of the Regulations?	Yes	
3	F&G Regs 11(1), 12(2), 13, & 14(1), (3), and (4)	When regulations 11(1), 12(2) or 13 of the Local Government Functions and General) Regulations 1996, required tenders to be publicly invited, did the local government invite tenders via Statewide public notice in accordance with Regulation 14(3) and (4)?	Yes	

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4	F&G Reg 12	Did the local government comply with Local Government (Functions and General) Regulations 1996, Regulation 12 when deciding to enter into multiple contracts rather than a single contract?	N/A	
5	F&G Reg 14(5)	If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents, or each acceptable tenderer notice of the variation?	N/A	
6	F&G Regs 15 & 16	Did the local government's procedure for receiving and opening tenders comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 15 and 16?	Yes	
7	F&G Reg 17	Did the information recorded in the local government's tender register comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulation 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?	Yes	
8	F&G Reg 18(1)	Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender?	N/A	
9	F&G Reg 18(4)	Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?	Yes	
10	F&G Reg 19	Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?	Yes	
11	F&G Regs 21 & 22	Did the local government's advertising and expression of interest processes comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulations 21 and 22?	Yes	
12	F&G Reg 23(1) & (2)	Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice?	N/A	
13	F&G Reg 23(3) & (4)	Were all expressions of interest that were not rejected under the Local Government (Functions and General) Regulations 1996, Regulation 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?	Yes	

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14	F&G Reg 24	Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with Local Government (Functions and General) Regulations 1996, Regulation 24?	Yes	
15	F&G Regs 24AD(2) & (4) and 24AE	Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with Local Government (Functions & General) Regulations 1996 regulations 24AD(4) and 24AE?	Yes	
16	F&G Reg 24AD(6)	If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?	N/A	
17	F&G Reg 24AF	Did the local government's procedure for receiving and opening applications to join a panel of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 16, as if the reference in that regulation to a tender were a reference to a pre-qualified supplier panel application?	Yes	
18	F&G Reg 24AG	Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24AG?	Yes	
19	F&G Reg 24AH(1)	Did the local government reject any applications to join a panel of pre-qualified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications?	N/A	
20	F&G Reg 24AH(3)	Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?	Yes	
21	F&G Reg 24AI	Did the CEO send each applicant written notice advising them of the outcome of their application?	Yes	
22	F&G Regs 24E & 24F	Where the local government gave regional price preference, did the local government comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24E and 24F?	N/A	

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Integrated Planning and Reporting				
No	Reference	Question	Response	Comments
1	Admin Reg 19C	Has the local government adopted by absolute majority a strategic community plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	Yes	18/08/2022
2	Admin Reg 19DA(1) & (4)	Has the local government adopted by absolute majority a corporate business plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	Yes	21/12/2023
3	Admin Reg 19DA(2) & (3)	Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) & (3)?	Yes	

Optional Questions				
No	Reference	Question	Response	Comments
1	Financial Management Reg 5(2)(c)	Did the CEO review the appropriateness and effectiveness of the local government's financial management systems and procedures in accordance with the Local Government (Financial Management) Regulations 1996 regulations 5(2)(c) within the three financial years prior to 31 December 2023? If yes, please provide the date of council's resolution to accept the report.	No	The process was started prior to 31/12/23 but not completed by contractor until Jan/Feb 2024. Report to be adopted at February Audit Committee meeting
2	Audit Reg 17	Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial years prior to 31 December 2023? If yes, please provide date of council's resolution to accept the report.	No	The process was started prior to 31/12/23 but not completed by contractor until Jan/Feb 2024. Report to be adopted at February Audit Committee meeting
3	s5.87C	Where a disclosure was made under sections 5.87A or 5.87B of the Local Government Act 1995, were the disclosures made within 10 days after receipt	Yes	

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		of the gift? Did the disclosure include the information required by section 5.87C of the Act?		
4	s5.90A(2) & (5)	Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government's website, a policy dealing with the attendance of council members and the CEO at events?	Yes	
5	s5.96A(1), (2), (3) & (4)	Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the Local Government Act 1995?	Yes	
6	s5.128(1)	Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?	Yes	
7	s5.127	Did the local government prepare a report on the training completed by council members in the 2022/2023 financial year and publish it on the local government's official website by 31 July 2023?	Yes	
8	s6.4(3)	By 30 September 2023, did the local government submit to its auditor the balanced accounts and annual financial report for the year ending 30 June 2023?	No	Council Requested & Received an extension from the Minister.
9	s.6.2(3)	When adopting the annual budget, did the local government take into account all its expenditure, revenue and income?	Yes	

 Chief Executive Officer

 Date

 Mayor/President

 Date

8.2 Independent Auditors Report 30 June 2023	
Department	Finance, Governance & Corporate Services Finance
Author	Dianne Raymond
Reference(s)	403.05 and 305.00
Attachment(s)	1. Opinion - Shire of Chapman Valley - 30 June 2023 [8.2.1 - 3 pages]

Voting Requirements

Simply Majority

Staff Recommendation

The Finance, Audit & Risk Management Committee recommends to Council that the Independent Audit Report for the year ending 30 June 2023 be received.

Disclosure of Interest

No officer declared an interest under the Local Government Act 1995, Subdivision 1 (LGA 1995) in the preparation of this report.

Background

The Shire of Chapman Valley has received the Independent Audit Report from its Auditors; Nexia Perth performed this audit on behalf of the Office of Auditor General.

Comment

Councillors, Chief Executive Officer, Manager of Finance & Corporate Services and the Management Accountant met (via TEAMS) with representatives from the Office of the Auditor General for Western Australia (OAG) and the OAG appointed Auditors, Nexia Perth, on 19 February 2024 for an audit exit meeting. Both the OAG and Nexia Perth reported on Key Audit Risks and Focus Areas as outlined in the original Audit Strategy Memorandum.

During the exit meeting attention was drawn to findings which are of a sufficient concern to call for action being taken in the following areas, yet there were no items considered significant:

- Inadequate Fair Value Assessment of Land & Building Assets
- Bank Signatories

Statutory Environment

Part 7 Local Government Act 1995 and Local Government (Audit) Regulations

Policy/Procedure Implications

No Policy or Management Procedure affected.

Financial Implications

No Financial Implications Identified.

Strategic Implications

The long-term financial viability of the Shire is of importance for future service delivery levels provided to the Shire's constituents. The annual audit of the Shire's operations is integral to watching how the Shire is tracking with its integrated strategic planning.

Strategic Community Plan/Corporate Business Plan Implications

GOVERNANCE & ACCOUNTABILITY

5.1 Ensure governance and administration systems, policies and processes are current and relevant.

5.1.1 Review policy categories and set ongoing accountability for review processes.

5.3 Make informed decisions within resources and areas of responsibility.

5.3.2 Regular and relevant briefings to Elected Members.

Consultation

Council staff have been in contact and discussion with the Office of Auditor General and Nexus auditors throughout the audit review process.

Risk Assessment

Findings were not significant in nature therefore Risk Level 1 -

An Insignificant Compliance Risk of Level 1 - Which will likely result in no noticeable regulatory or statutory impact.



Auditor General

INDEPENDENT AUDITOR'S REPORT 2023 Shire of Chapman Valley

To the Council of the Shire of Chapman Valley

Opinion

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

- the Statement of Financial Position as at 30 June 2023, and the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and Statement of Financial Activity for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial report is:

- based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the Shire for the year ended 30 June 2023 and its financial position at the end of that period
- in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Basis for opinion

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

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

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2023, but not the financial report and my auditor's report.

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

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

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

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

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

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

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

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

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

Auditor's responsibilities for the audit of the financial report

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

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

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

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

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

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the Shire of Chapman Valley for the year ended 30 June 2023 included in the annual report on the Shire's website. The Shire's management is responsible for the integrity of the Shire's website. This audit does not provide assurance on the integrity of the Shire's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the Shire to confirm the information contained in the website version.

Tim Sanya
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
19 February 2024

8.3 Auditors Management Report 30 June 2023	
Department	Finance, Governance & Corporate Services Finance
Author	Dianne Raymond
Reference(s)	403.05 & 305.00
Attachment(s)	1. Final Management Attachment - Shire of Chapman Valley - 30 June 2023 [8.3.1 - 3 pages]

Voting Requirements

Simply Majority

Staff Recommendation

The Finance, Audit & Risk Management Committee recommends to Council that the Management Report for the year ending 30 June 2023 be received and actions taken on items listed endorsed.

Disclosure of Interest

No officer declared an interest under the Local Government Act 1995, Subdivision 1 (LGA 1995) in the preparation of this report.

Background

The Shire of Chapman Valley has received the Management Report from its Auditors Nexia Perth who performed this audit on behalf of the Office of Auditor General (Please refer to Audit Report Letter).

Comment

The Management Report is attached with items listed. All matters raised during the interim audit have been addressed as per the management comments.

Statutory Environment

Long Term Financial Plan

No major effect is expected on the Long-Term Financial Plan.

Policy/Procedure Implications

Nil

Financial Implications

Long Term Financial Plan

No major effect is expected on the Long-Term Financial Plan.

Strategic Implications

Strategic Community Plan/Corporate Business Plan Implications

GOVERNANCE & ACCOUNTABILITY

5.1 Ensure governance and administration systems, policies and processes are current and relevant.

5.1.1 Review policy categories and set ongoing accountability for review processes.

5.3 Make informed decisions within resources and areas of responsibility.

5.3.1 Council and Shire process formally incorporate integrated plans as references.

5.3.2 Regular and relevant briefings to Elected Members.

Consultation

Council staff have been in contact and discussion with Council auditors throughout the audit review process.

Risk Assessment

An Insignificant Compliance Risk of Level 1 - Which will likely result in no noticeable regulatory or statutory impact.

ATTACHMENT**SHIRE OF CHAPMAN VALLEY****PERIOD OF AUDIT: YEAR ENDED 30 JUNE 2023****FINDINGS IDENTIFIED DURING THE FINAL AUDIT**

INDEX OF FINDINGS	RATING		
	Significant	Moderate	Minor
1. Inadequate fair value assessment of land and buildings		✓	
2. Bank signatories		✓	

KEY TO RATINGS

The Ratings in this management letter are based on the audit team's assessment of risks and concerns with respect to the probability and/or consequence of adverse outcomes if action is not taken. We give consideration to these potential adverse outcomes in the context of both quantitative impact (for example financial loss) and qualitative impact (for example inefficiency, non-compliance, poor service to the public or loss of public confidence).

- Significant** - Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating could indicate the need for a modified audit opinion in the current year, or in a subsequent reporting period if not addressed. However, even if the issue is not likely to impact the audit report, it should be addressed promptly.
- Moderate** - Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.
- Minor** - Those findings that are not of primary concern but still warrant action being taken.

ATTACHMENT

SHIRE OF CHAPMAN VALLEY

PERIOD OF AUDIT: YEAR ENDED 30 JUNE 2023

FINDINGS IDENTIFIED DURING THE FINAL AUDIT

1. Inadequate fair value assessment of land and buildings

Finding

We noted that the Shire did not complete a robust fair value assessment of its land and buildings, to determine whether these assets represented fair value at reporting date. Assessments are required by *AASB 13 Fair Value Measurement*, as well as Regulation 17A(4) of the Local Government (Financial Management) Regulations 1996 (the Regulations). The Shire last completed independent valuations of land and buildings in 2022.

We acknowledge that following the amendments to the Regulations on 1 August 2023, set timeframes are now prescribed for revaluation of applicable non-financial assets by local government entities, alleviating the need for revaluations in the intervening years unless an entity chooses to do so. These changes are effective from FY24.

Rating: Moderate (2022: Significant)**Implication**

Without a robust assessment of the fair value of all asset classes during the intervening period between formal valuations, there is a risk that the fair value of these assets may not have been assessed adequately and in compliance with *AASB 13 Fair Value Measurement* and the Regulations.

Recommendation

Management should ensure that effective FY24, the Shire complies with the new valuation requirements per Regulation 17A(4B) of the Local Government (Financial Management) Regulations 1996, which requires all local government entities to revalue their non-financial assets every 5 years, with an option to revalue the assets earlier if the entity chooses to do so.

Management Comment:

Management acknowledges a robust assessment for the fair value of its land and building was not undertaken; however the CEO, MFCS and the reporting Management Accountant conducted an informal review. Given the Shires limited, and restrictive resources management considered this an acceptable risk to conduct this with a management assessment of the reasonableness of the carrying value. Management will revalue these non-financial assets in line with the new Financial Management Regulations moving forward.

Responsible Person: Manager Finance & Corporate Services

Completion Date: 30 June 2024

ATTACHMENT**SHIRE OF CHAPMAN VALLEY****PERIOD OF AUDIT: YEAR ENDED 30 JUNE 2023****FINDINGS IDENTIFIED DURING THE FINAL AUDIT****2. Bank signatories****Finding**

Our review of the bank confirmation at 30 June 2023, identified two terminated employees from 2013 and 2014 who were still listed as authorised signatories of two bank accounts.

Rating: Moderate**Implication**

Failure to remove terminated employees as authorized signatories of the Shire's bank accounts, could potentially result in unauthorized payments and financial loss to the Shire.

Recommendation

The Shire should advise the bank to remove the inappropriate authorised signatories. Further, the list of authorized signatories should be reviewed on a regular basis to ensure that terminated employees are promptly removed as authorised signatories of the Shire.

Management Comment

Management has addressed this by giving instructions to the bank to remove the inappropriate authorised signatories from the historical business banking portal and will review the authorised signatories list in the current corporate online banking system in a regular & timely manner.

Responsible Person: Manager Finance and Corporate Services

Completion Date: 25 January 2024

8.4 Independent Review Internal Control & Compliance	
Department	Finance, Governance & Corporate Services Chief Executive Officer
Author	Dianne Raymond
Reference(s)	305.00
Attachment(s)	1. Reg 17 Internal Audit Reports [8.4.1 - 83 pages]

Voting Requirements

Simply Majority

Staff Recommendation

The Finance, Audit & Risk Management Committee receives the Internal Control Audit Report and recommendations and present this to council.

Disclosure of Interest

No officer declared an interest under the Local Government Act 1995, Subdivision 1 (LGA 1995) in the preparation of this report.

Background

The State Government introduced legislation under the Local Government (Audit) Audit Regulations, 1996, to stipulate it is a legal requirement for a local government Chief Executive Officer to review the appropriateness and effectiveness of a local government's systems and procedures in relation to:

- a) Risk management,
- b) Internal controls; and
- c) Legislative compliance.

A local government must undertake an internal control audit at least once every two years.

Internal auditing is an independent, objective activity carried out by a person who is not involved in the operational management of the Shire. It assists the organisation accomplish its aims by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management systems, managing material operating risks, internal controls and legislative compliance processes.

Comment

The first of these audits commenced in December 2013 with subsequent audits 2016, 2018 and 2021. In late 2023, Margaret Hemsley, Principal Consultant from LG People and Culture performed the internal control audit review. This audit an expanded approach was undertaken with a survey implemented to find the level of knowledge within the Shires' designated Senior Staff. An audit tool has been provided by the consultant addressing the Local Government Operational Guidelines (No.9) Audit in Local Government. The internal audit addresses four sections

- Risk Management Systems and Processes
- Determining and Managing Material Operating Risks
- Internal Control
- Legislative Compliance

The purpose of this report is to inform the Finance, Audit & Risk Management Committee of the review undertaken by staff with an independent consultant and report any future improvements considered necessary.

Statutory Environment

Local Government (Audit) Regulations, 1996

Reg 17. CEO (Chief Executive Officer) 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.*

[Regulation 17 inserted in Gazette 8 Feb 2013 p. 868.] Part 7 Local Government Act 1995 and the Local Government (Audit) Regulations 1996

Policy/Procedure Implications

No Policy or Management Procedure affected.

Financial Implications

No Financial Implications Identified.

Strategic Implications

Strategic Community Plan/Corporate Business Plan Implications

GOVERNANCE & ACCOUNTABILITY

5.1 Ensure governance and administration systems, policies and processes are current and relevant.

5.1.1 Review policy categories and set ongoing accountability for review processes.

Consultation

The Manager Finance & Corporate Services and Chief Executive Officer have been in contact and discussion with the external consultant throughout the internal control audit review process. Senior Staff were requested to take part in the internal audit survey for the review process.

Risk Assessment

A Minor Compliance Risk of Level 2 - Which will likely result in some temporary non-compliance.



SHIRE OF
Chapman Valley
love the rural life!

Final Internal Audit Report

January 2024



Risk Based Organisational and Professional Development Services

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Addendums to this Chapman Valley Internal Audit Report are:

- Internal Audit Data March 8th, 2023, PDF Document
- Internal Audit outcomes 2014- 2023 Shire of Chapman Valley Spreadsheet
- Audit in Local Government No 9, PDF Document

Auditor: Margaret Hemsley
Principal Consultant LG People and Culture
www.lgpeople.com.au
ABN: 25614586627

INTERNAL AUDIT 2023

1. Background

The Local Government Act 1995 (the Act) requires that all local governments establish an audit committee. An audit committee plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability, and the internal and external audit functions.

The CEO is required to provide biennial reviews of the appropriateness and effectiveness of the Shire's systems and procedures relating to risk management, internal control, and legislative compliance to the audit committee, who will review this along with the results of the annual CEOs report and Compliance Audit return. The biennial review will require a person to facilitate the Audit who is not involved in the operational management of the Shire, or the functions audited.

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The audit tool was provided in good faith by LG People and Culture, addressing Appendix 3 of the Local Government Operational Guidelines - Number 9 – 'Audit in Local Government'. This will assist the Shire to assess and report on their internal environment, functions, and procedures for inclusion in the CEO biennial review, and to support organisational development and continuous improvement. The audit is to be viewed in conjunction with Section 7 (Internal Control Framework) of the Western Australian Local Government Accounting Manual which provides guidelines on specific sections of controls to review.

The four sections of the Internal Audit are as follows:

- Risk Management Systems and Processes
- Determining and Managing Material Operating Risks
- Internal Control
- Legislative Compliance

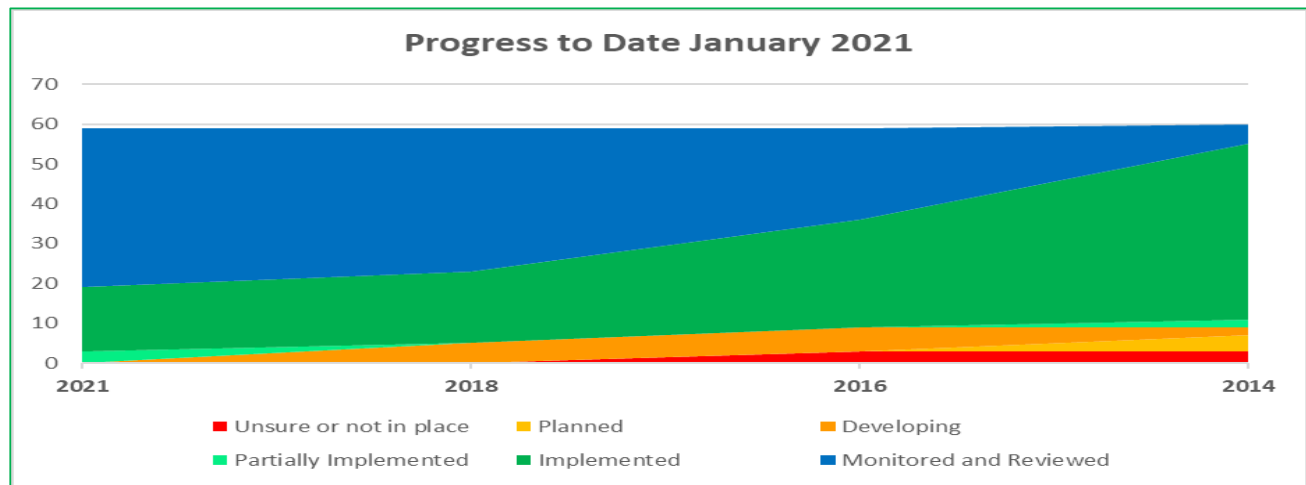
Ref: Local Government Operational Guidelines No. 9 Audit in Local Government Appendix 3.

2 Internal Audit History

In 2021 over the four areas of the audit, the combined total of the level of progression categories from Not sure or not in place, through the spectrum to Monitored and Reviewed was determined by consensus to be:

- Developing 8.5%,
- Implemented 25.5%,
- Monitored and reviewed regularly 66%.

There were no gaps or omissions responding to the legislative guidelines. This reflected the continuous improvement culture of the Shire and the robustness of their review and improvement processes. Overall findings in 2021 determined that the fifty-nine criteria as outlined in Appendix 3 of the WA Local Government Operational Guidelines - Number 9, and the table below demonstrates the progress of the Shire in responding to the requirements. The 2021 process used a consultative manner as it had in previous years. The graph below shows the continuous improvement made by the Shire since 2014.



3. Internal Audit Process 2023

On 21st February 2023 Margaret Hemsley, Principal Consultant of LG People and Culture appointed to conduct the 2023 Internal Audit (IA) process. She provided an online IA survey tool for the CEO and Senior Management of the Shire of Chapman Valley to complete to determine individual perceptions of how the Shire was addressing the requirements of the IA.

To compliment the previous consultative and collaborative approach to assess the risk management strategies to address the criteria outlined in the background section above. This was a different approach from previous years as there were more participants.

Previously the audit had been conducted with the CEO and Finance Team. The 2023 process changed to expand the number of senior staff involved. A survey was designed and implemented to determine the level of knowledge of IA effectiveness across the senior management team. This 2023 process invited all five senior officers. Four out of the five senior officers responded.

The IA Results Matrix spreadsheet is updated annually when results are available. This determines the level of implementation and demonstrates continuous improvement and due diligence. It is a key process in monitoring and reporting on the relevant sections of the Audit.

The updated IA Matrix spreadsheet now includes the survey question numbers that cover the fifty-nine questions of the IA assessment. It also shows the colour coded areas assessed and the level allocated by the participants. It also records comments on strategies and actions.

4. Internal Audit Survey Results

The results of the survey outcomes are in the tables below. The results and comments of the survey outcomes are in the IA Matrix spreadsheet that accompanies this report. The raw survey data has been compiled into a document that is an addendum to this report. These should be used in context to the IA Results Graph on Page 7 of this report to determine progress over time.

General Findings per Section

3.1 Risk Management Systems and Processes

The Shire can demonstrate an embedded commitment to risk management and monitoring.

Background:

Internal control and risk management systems and programs are a key expression of a local government's attitude to having effective controls. A good audit committee monitors internal control and risk management programs. One of the ways to monitor this is to review the maturity and effectiveness of controls in place. The IA outcomes in 2021 reflected a stable and positive approach to ensuring the required checks and balances are in place, and a strong commitment from the leadership team to continuous improvement.

The results in 2023 indicate that the new CEO and additional senior managers that have not been so involved in this review previously are not completely familiar with details of these controls and risk management prior to doing the survey. All comments on the survey results matrix that is an addendum to this report, indicate that all is going to plan, but it has been a trend on most that survey participants were frequently unsure of what is in place. They will require more knowledge / discussions of effectiveness of the requirements and strategies for the full picture of the levels of compliance and risk management to emerge.

Progress to Date	2023	2021	2018	2016	2014
Unsure or not in place	<i>Eight areas (19%)</i>	-	-	-	<i>Three areas (20%)</i>
Planned	<i>Two areas (5) %</i>	-	-	-	<i>Two areas (13%)</i>
Developing	<i>Four Areas (10) %</i>	-	<i>Four area5 (27%)</i>	<i>Six areas (40%)</i>	<i>Two areas (13%)</i>
Partially Implemented	<i>Three areas (7%)</i>	<i>Two areas (13%)</i>	-	-	-
Implemented	<i>Thirteen areas (32%)</i>	<i>Nine areas (60%)</i>	<i>Seven areas (46%)</i>	<i>Nine areas (60%)</i>	<i>Seven areas (47%)</i>
Monitored and reviewed	<i>Eleven Areas (27%)</i>	<i>Four areas (27%)</i>	<i>Four areas (27%)</i>		<i>One area (7%)</i>

3.2 Determining and Managing Material Operating Risks

Progress to Date	2023	2021	2018	2016	2014
Unsure/ not in place	<i>Five areas (14%)</i>	-	-	-	-
Planned	-	-	-	-	-
Developing	<i>Three areas</i>	-	-	-	-
Partially Implemented	<i>Three areas (9%)</i>	-	-	-	-
Implemented	<i>Thirteen areas (37%)</i>	<i>Eleven areas (85%)</i>	<i>Six areas (23%)</i>	<i>Six areas (46%)</i>	<i>Eleven areas (85%)</i>
Monitored and reviewed	<i>Eleven areas (31%)</i>	<i>Two areas (15%)</i>	<i>Seven areas (67%)</i>	<i>Seven areas (54%)</i>	<i>Two areas (15%)</i>

3.3 Internal Control

Background

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 sections:

- integrity and ethics.
- policies and delegated authority.
- levels of responsibilities and authorities.
- audit practices.
- information system access and security.
- management operating style.
- 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.

Findings

Progress to Date	2023	2021	2018	2016	2014
Unsure/ not in place	<i>Nine areas (17%)</i>		-	-	
Planned	-		-	-	<i>Two areas (20%)</i>
Developing	<i>Two areas (4%)</i>		<i>One area (5%)</i>	- One (5%)	<i>One area (10%)</i>
Partially Implemented	<i>Six areas (12%)</i>	<i>One area (5%)</i>	-	-	-
Implemented	<i>Twenty-one areas (41%)</i>	<i>One area (5%)</i>	<i>Two areas (9%)</i>	<i>Nine areas (43%)</i>	<i>Seven areas (70%)</i>
Monitored and reviewed	<i>Fifteen areas (29%)</i>	<i>Nineteen areas (90%)</i>	<i>Eighteen areas (86%)</i>	<i>Eleven areas (52%)</i>	

3.4 Legislative Compliance

Background

The compliance programs of a local government are a strong indication of attitude towards meeting legislative requirements. The audit committee practices with a regard to monitoring compliance programs.

Findings

Progress to Date	2023	2021	2018	2016	2014
Unsure/ not in place	Nine areas (33%)	-	-	-	-
Planned	-	-	-	-	Two areas (20%)
Developing	-	-	-	-	One area (10%)
Partially Implemented	Two areas (7%)	-	-	-	-
Implemented	Eight areas (30%)	Three areas (30%)	Three areas (30%)	Five areas (50%)	Seven areas (70%)
Monitored and reviewed	Eight areas (30%)	Seven areas (70%)	Seven areas (70%)	Five areas (50%)	-

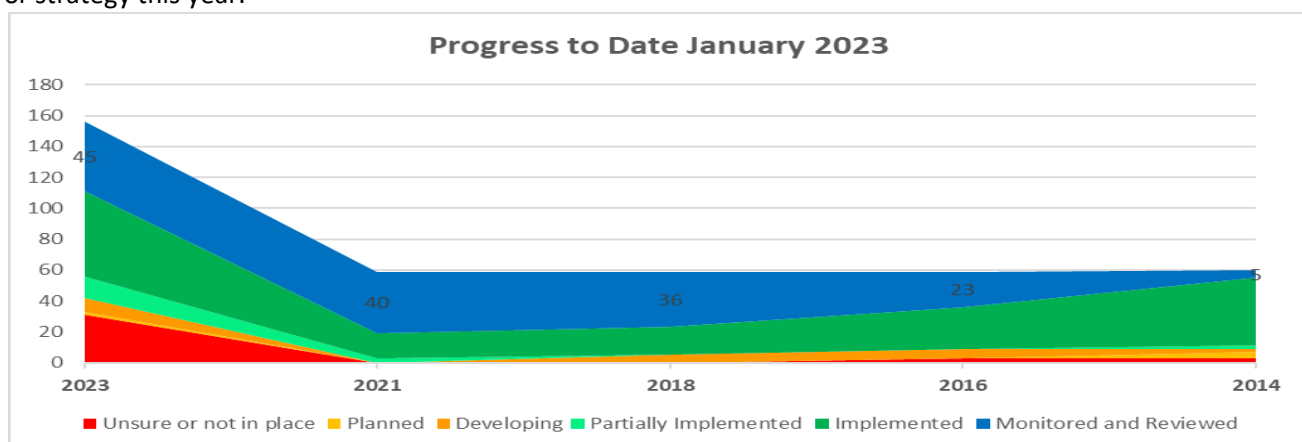
4. Summary

2023 Collective results and findings

In conducting this audit and from my interactions with the Shire since 2013, I have found there is has previously been a seamless level of transparency in the governance and operations with sound risk management systems and processes.

The outcome of this 2023 audit produced a quite different picture than in previous years, with responses indicating that some participants were not sure what was in place in relevant areas. This has potentially occurred from significant staff changes, and a widening of participation in this 2023 IA to all senior officers.

The comments provided in the assessment clearly indicate monitoring and progress has taken place, but a lack of, or delay in providing orientation or knowledge transfer in the four areas of the IA may have resulted in potential for uninformed decision or knowledge gaps. The following progress graph and results table show there have been more staff involved who have offered a different perception or knowledge of level of improvement or strategy this year.



Level of Compliance per criteria	Collective of Individual results compiled in 2023	Consensus results achieved in 2021	Consensus results achieved in 2018	Consensus Results achieved in 2016	Consensus Number achieved in 2014
Unsure / not in place	31	-	-	3	3
Planned	2	-	-	-	4
Developing	9	-	5	6	2
Partially Implemented	14	3	-	-	2
Implemented	55	15	18	27	44
Monitored and reviewed	45	41	36	23	5
Total areas	156	59	59	59	60

These results offer the opportunity for that to take place in an executive, senior staff forum to discuss the areas where people were unsure what was in place and to review the comments of those who could provide the information due to the history of the development of the strategies, checks and balances that are in place. It could also provide the opportunity to review the strengths or weaknesses of any area of the audit.

5. Recommendations

To address the issues identified in the audit process relating to knowledge levels and to prevent or reduce the potential for uniformed decision making I would suggest the following:

- Arrange an executive meeting with all senior staff present to discuss results to improve knowledge and understanding of IA requirements, processes, and outcomes. This will also give an informed focus on areas of the audit results. In addition, it will also give the opportunity to review what is currently in place and to determine if improvements or changes would be of benefit to the Shire.
- Consider succession planning for long standing staff in key roles relating to IA / risk management.
- Orientation to include IA strategies as relevant to staff roles, positions, and job description as soon as possible after recruitment.
- Development of an IA Guidelines requirements and strategies document.
- Make Council and Audit and Risk Committee Council aware of the findings of this Internal Audit, the underlying reasons for the results and the opportunity this presents for review and continuous improvement.

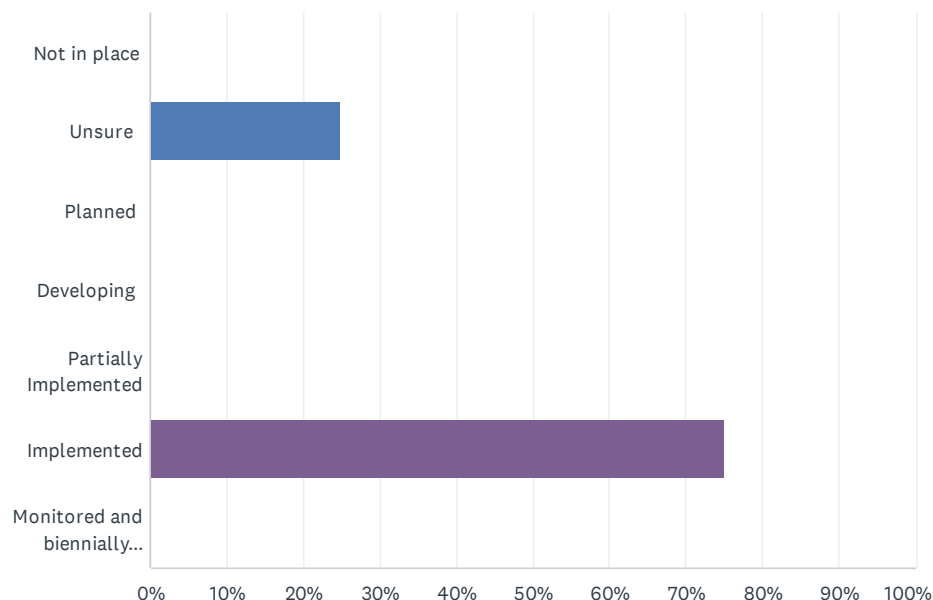
Margaret Hemsley.
Principal Consultant
www.lgpeople.com.au

RiskID and LG People and Culture
Contact: 0403369295

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q1 Does the Shire have a risk management policy with formal risk appetite and tolerance levels outlined?

Answered: 4 Skipped: 0



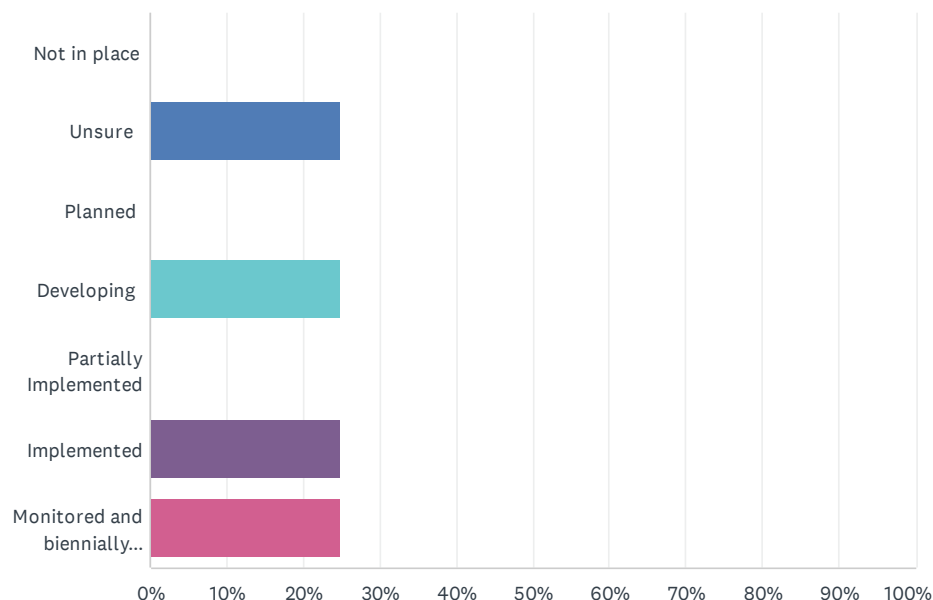
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	25.00% 1
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	75.00% 3
Monitored and biennially reviewed	0.00% 0
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	annually via policy review	3/1/2023 3:03 PM
2	Reviewed annually	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q2 Does the Shire have an organisational wide risk management framework in place?

Answered: 4 Skipped: 0



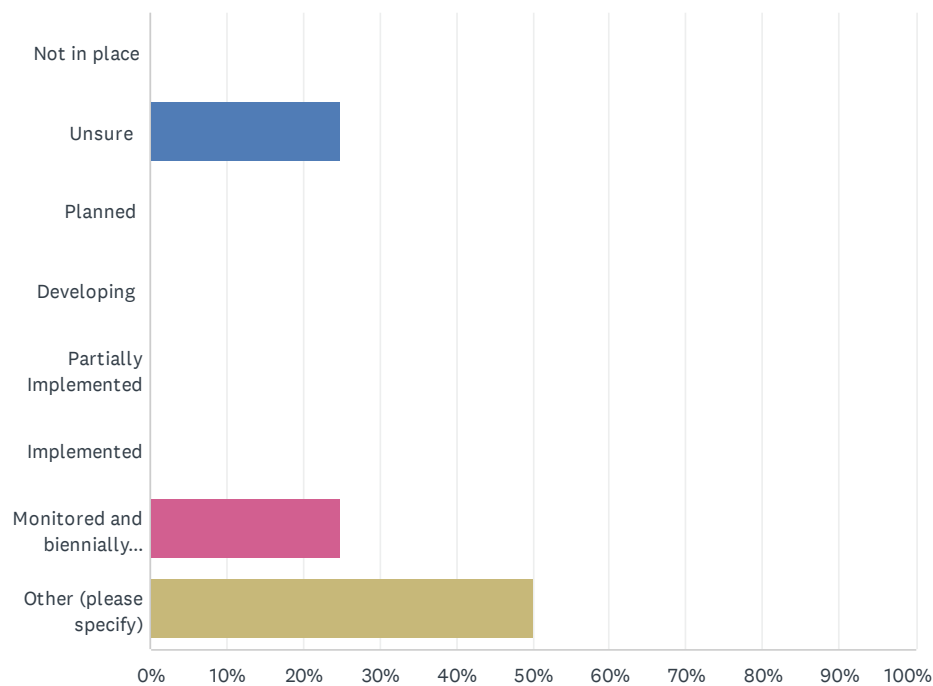
ANSWER CHOICES	RESPONSES	
Not in place	0.00%	0
Unsure	25.00%	1
Planned	0.00%	0
Developing	25.00%	1
Partially Implemented	0.00%	0
Implemented	25.00%	1
Monitored and biennially reviewed	25.00%	1
TOTAL		4

#	OTHER (PLEASE SPECIFY)	DATE
1	annually via policy review	3/1/2023 3:03 PM
2	Framework is in place yet the communication is lacking (in my opinion)	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q3 Does the Shire have a risk register that is regularly reviewed to ensure that risks are addressed and closed out?

Answered: 4 Skipped: 0



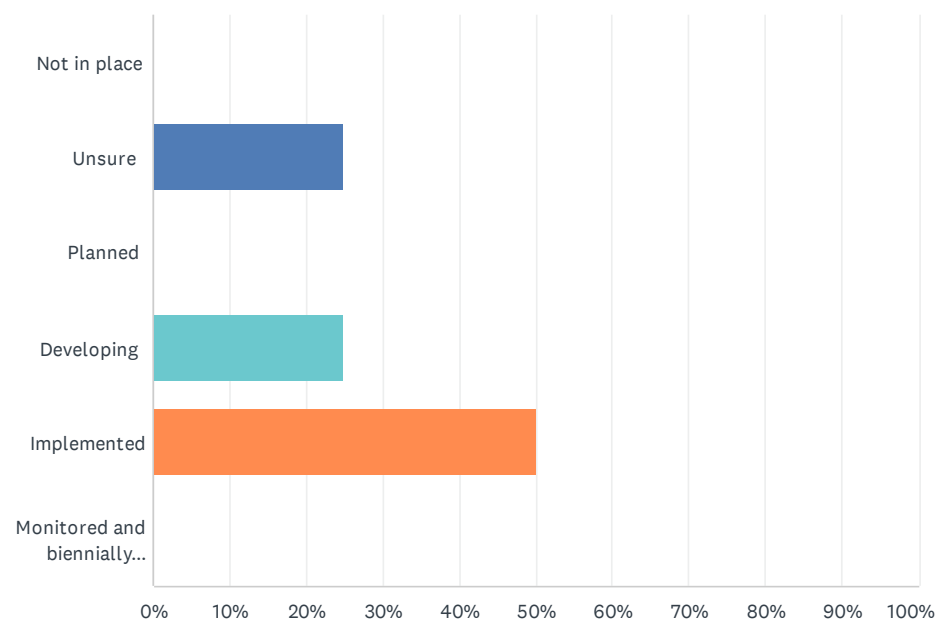
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	25.00% 1
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	0.00% 0
Monitored and biennially reviewed	25.00% 1
Other (please specify)	50.00% 2
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	annually via policy review	3/1/2023 3:03 PM
2	Risk register (GRIP) is implemented & monitored yet with the addition of a workplace health & safety coordinator their is a crossover of reporting roles (needs clarification)	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q4 Is this policy communicated to all current staff, and included in induction processes?

Answered: 4 Skipped: 0



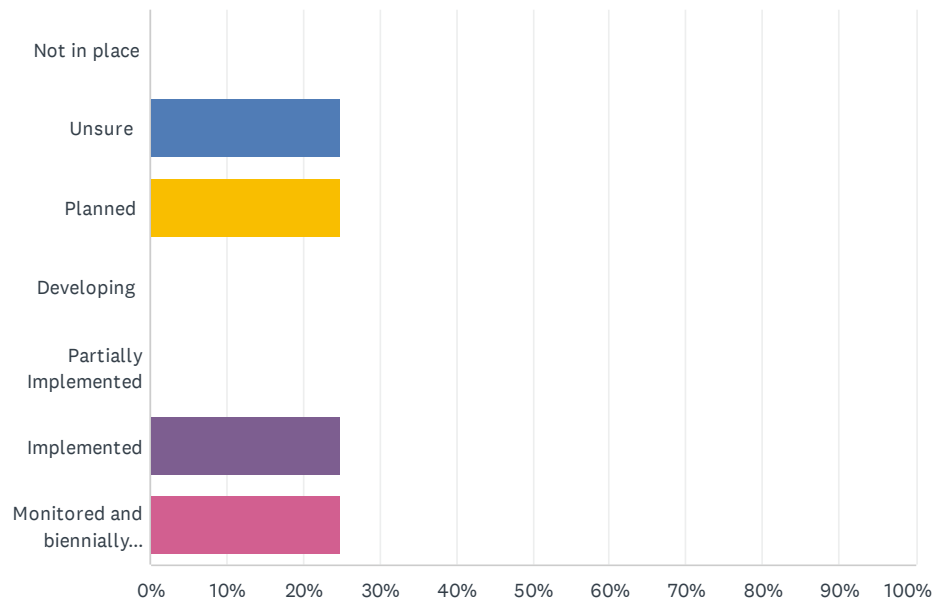
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		25.00%	1
Implemented		50.00%	2
Monitored and biennially reviewed		0.00%	0
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Risk is embedded in HR induction process	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q5 Has responsibility for risk management been included in the organisational structure with responsibility assigned?

Answered: 4 Skipped: 0



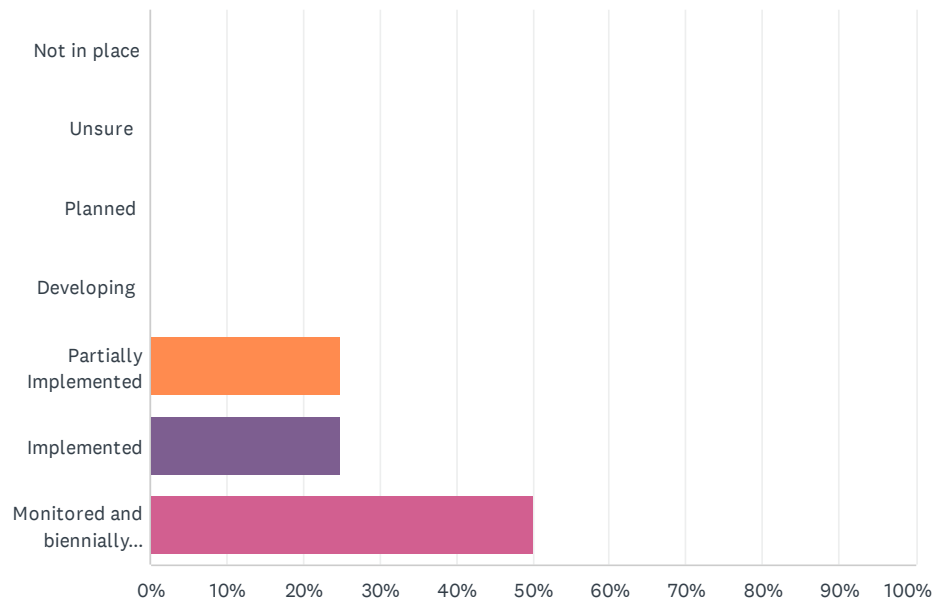
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		25.00%	1
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		25.00%	1
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Risk is embedded within each position description; Risk assigned to CEO as per Risk Mgt Policy	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q6 Are strategic risks considered, evaluated, and reviewed in annual planning processes?

Answered: 4 Skipped: 0



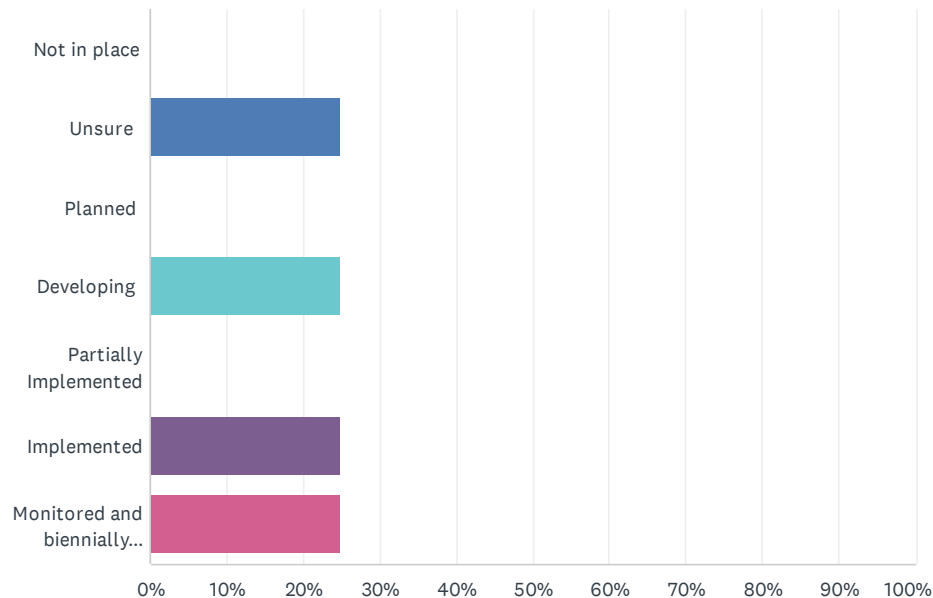
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		25.00%	1
Implemented		25.00%	1
Monitored and biennially reviewed		50.00%	2
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Risk is embedded in agenda template for consideration	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q7 Are material operating risks appropriately considered in the Shire?

Answered: 4 Skipped: 0



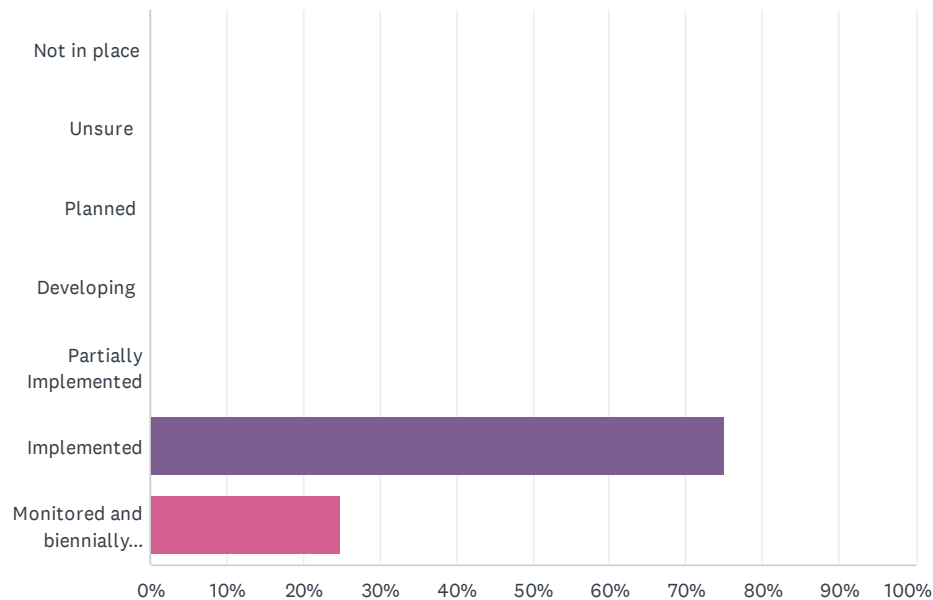
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	25.00% 1
Planned	0.00% 0
Developing	25.00% 1
Partially Implemented	0.00% 0
Implemented	25.00% 1
Monitored and biennially reviewed	25.00% 1
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	covid, IT etc	3/1/2023 3:03 PM
2	Material risk is responsibility of each senior staff in their own areas (could be better managed & documented in my opinion)	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q8 Does risk management form part of the Council agenda item requirements?

Answered: 4 Skipped: 0



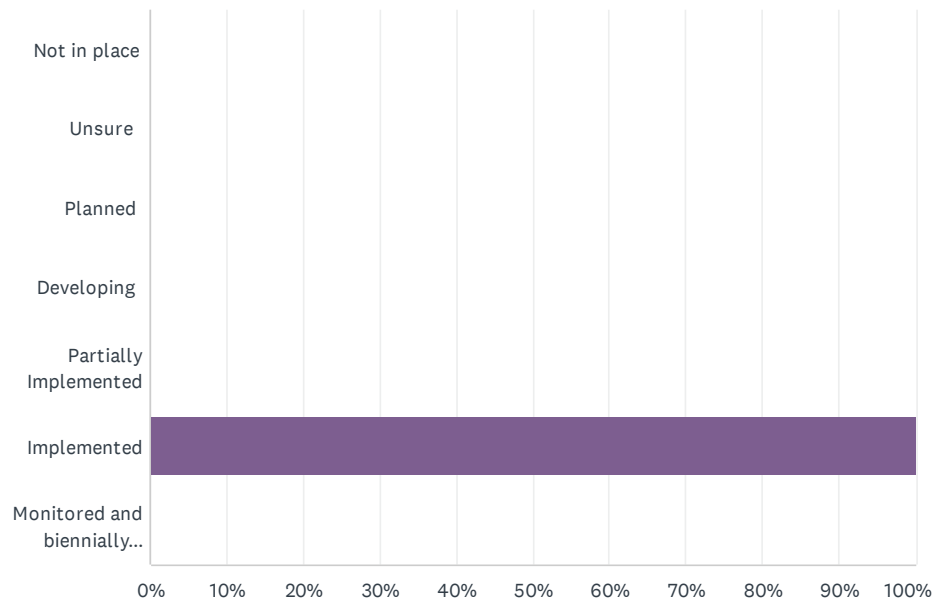
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		75.00%	3
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Risk matrix	3/1/2023 3:03 PM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q9 Is risk management an agenda item at staff or stakeholder meetings?

Answered: 4 Skipped: 0



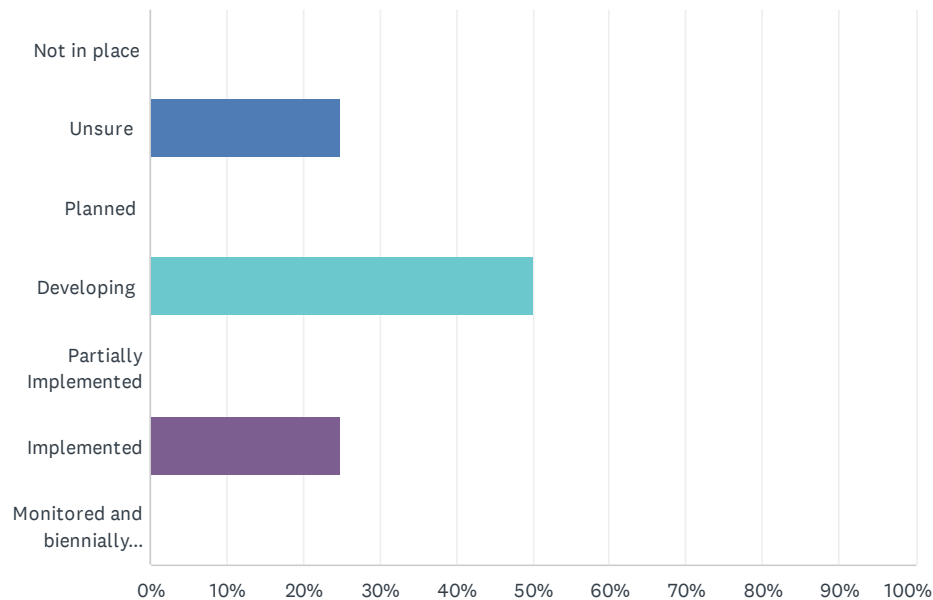
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	100.00% 4
Monitored and biennially reviewed	0.00% 0
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	Risk matrix	3/1/2023 3:03 PM
2	Embedded in agendas for all meetings	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q10 Is risk management a key performance indicator on all senior management position descriptions?

Answered: 4 Skipped: 0



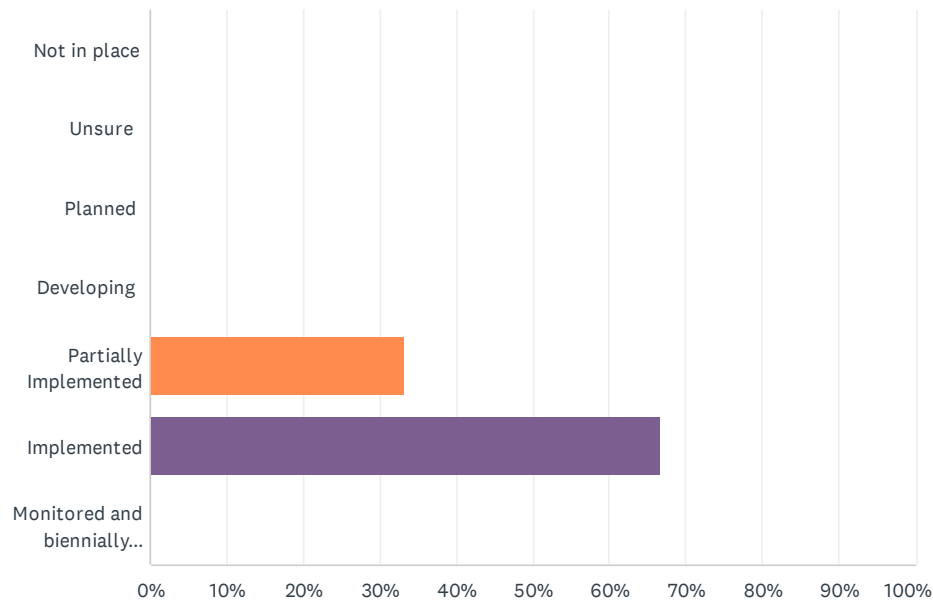
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		50.00%	2
Partially Implemented		0.00%	0
Implemented		25.00%	1
Monitored and biennially reviewed		0.00%	0
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Risk is embedded in the position description yet not measured	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q11 Does the Shire have a regular risk identification, review and reporting process overseen by senior management?

Answered: 3 Skipped: 1



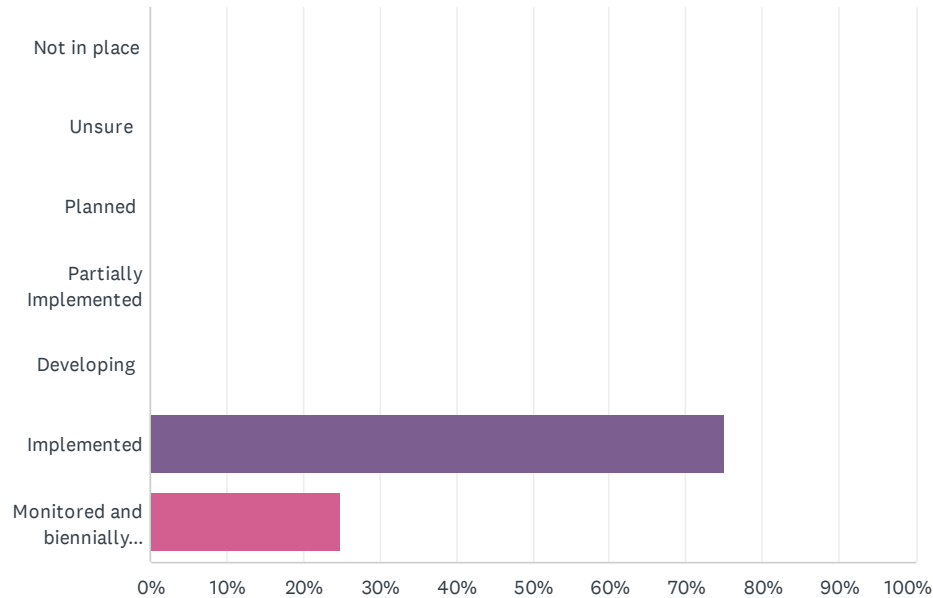
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		33.33%	1
Implemented		66.67%	2
Monitored and biennially reviewed		0.00%	0
TOTAL			3

#	OTHER (PLEASE SPECIFY)	DATE
1	embedded in the agenda for Projects/Exec meetings	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q12 Does the Shire have a business continuity plan?

Answered: 4 Skipped: 0



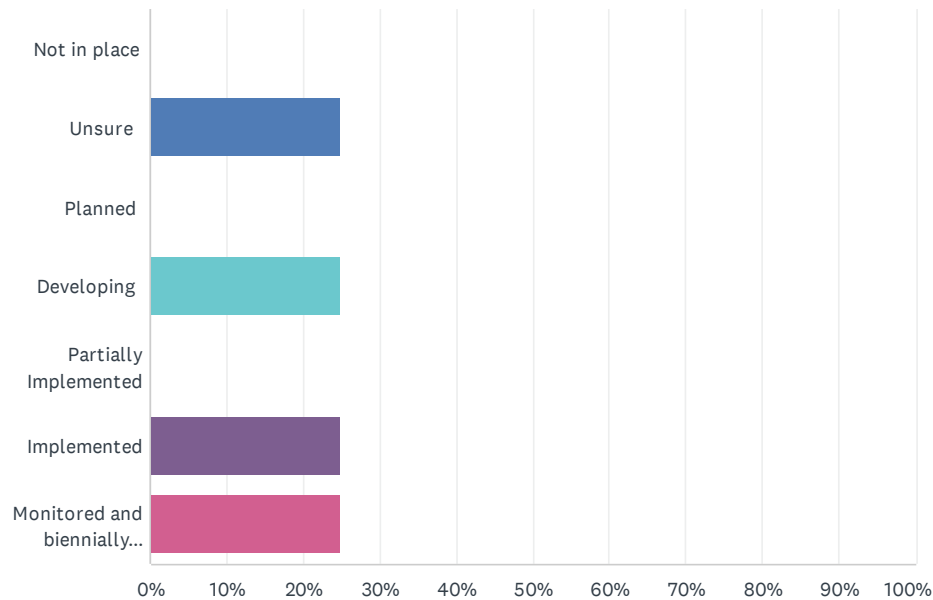
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Partially Implemented		0.00%	0
Developing		0.00%	0
Implemented		75.00%	3
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q13 Is the Business Continuity Plan tested from time to time?

Answered: 4 Skipped: 0



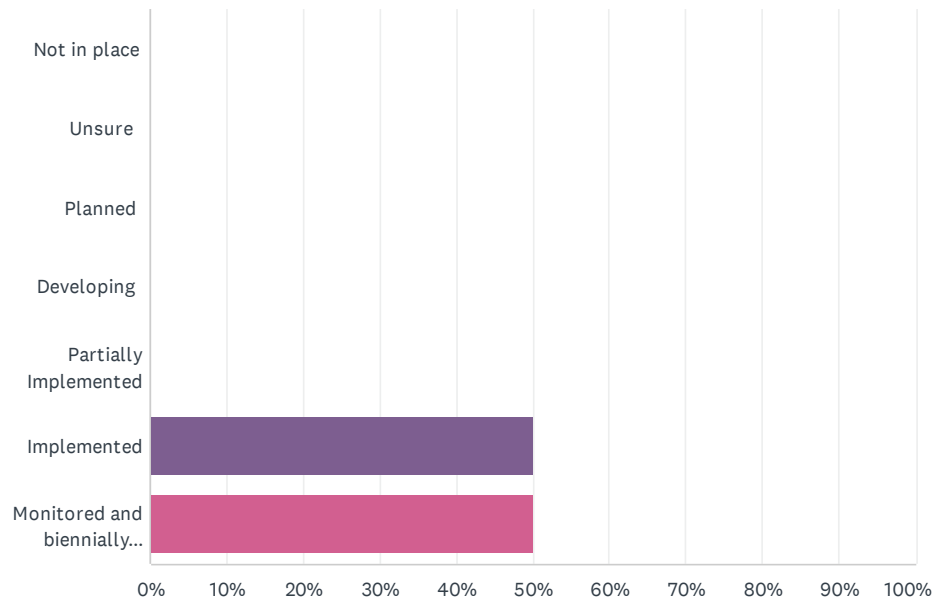
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		25.00%	1
Partially Implemented		0.00%	0
Implemented		25.00%	1
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	BCP has been tested over last few years	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q14 Does the Shire have a disaster recovery plan?

Answered: 4 Skipped: 0



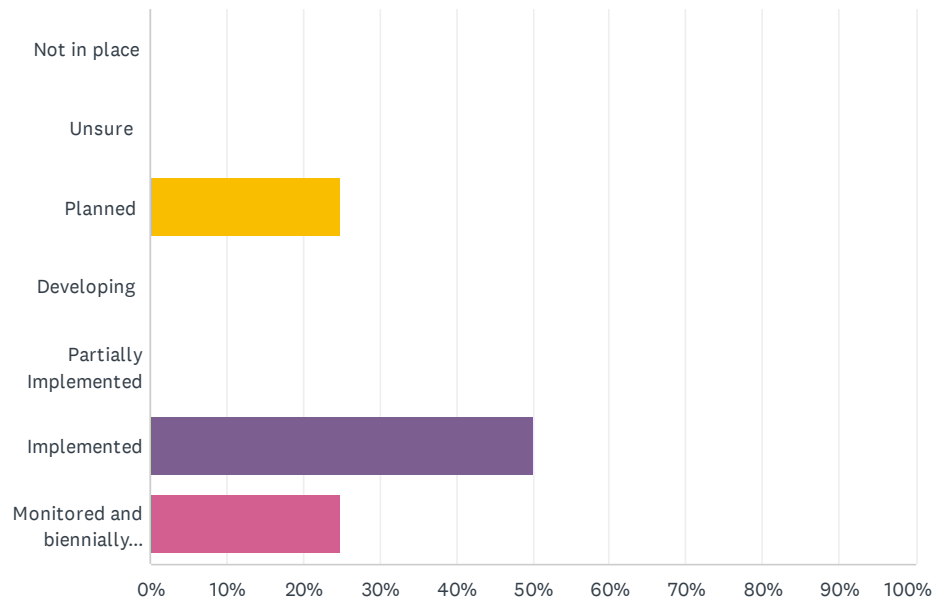
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		50.00%	2
Monitored and biennially reviewed		50.00%	2
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q15 Is the Disaster Recovery Plan tested from time to time?

Answered: 4 Skipped: 0



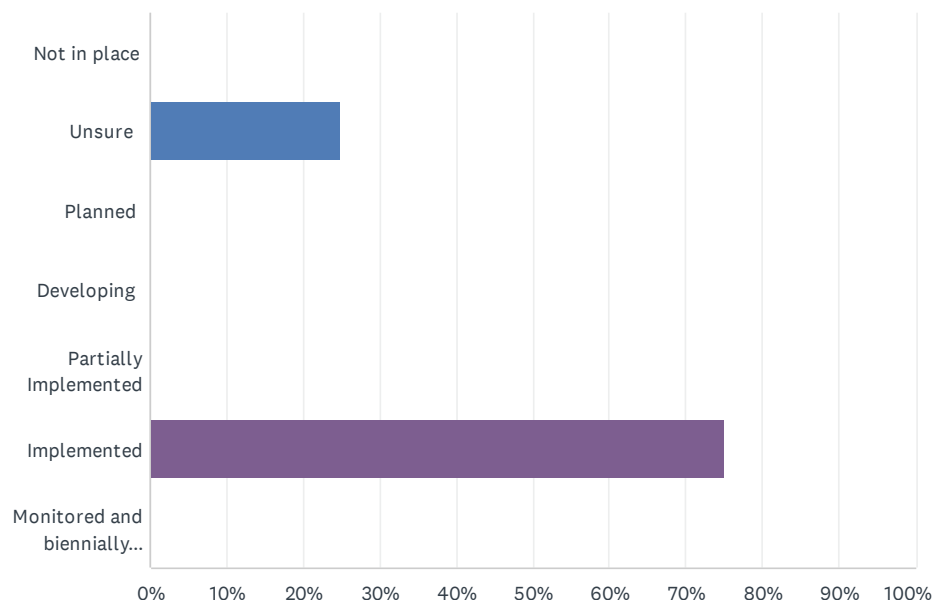
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	25.00% 1
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	50.00% 2
Monitored and biennially reviewed	25.00% 1
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	only in relation to IT at this stage	3/1/2023 3:03 PM
2	Disaster recovery in place and tested during TC Seroja	2/22/2023 8:17 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q16 Does the Shire have a system or processes to ensure compliance with Legislation, Regulations. Standards and Shire Policies?

Answered: 4 Skipped: 0



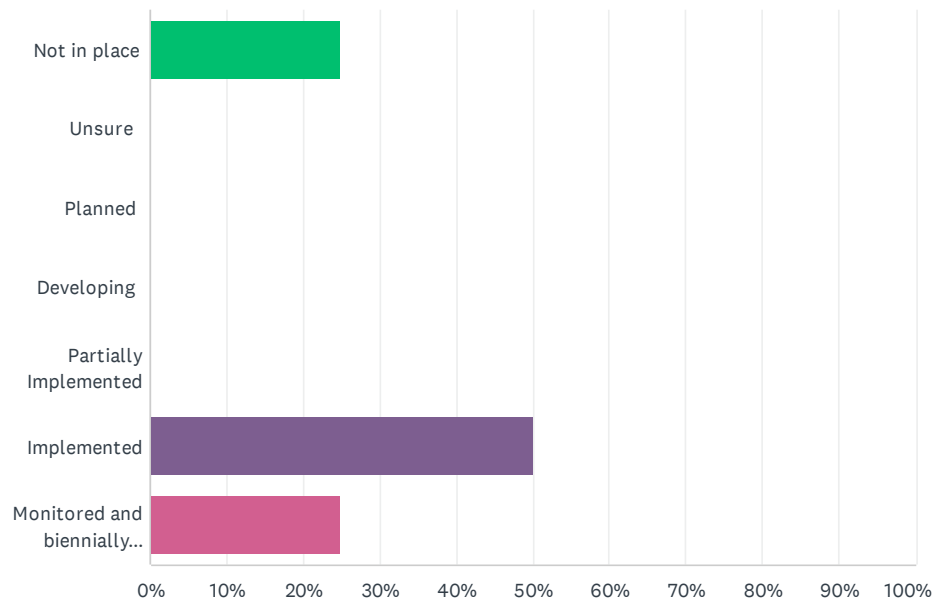
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		75.00%	3
Monitored and biennially reviewed		0.00%	0
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	A "Dates to Remember" is included in the CEO Staff Information Report yet accurate review of compliance cannot be evaluated	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q17 Does the Shire have a process to address accounting judgements or estimates that prove to be wrong?

Answered: 4 Skipped: 0



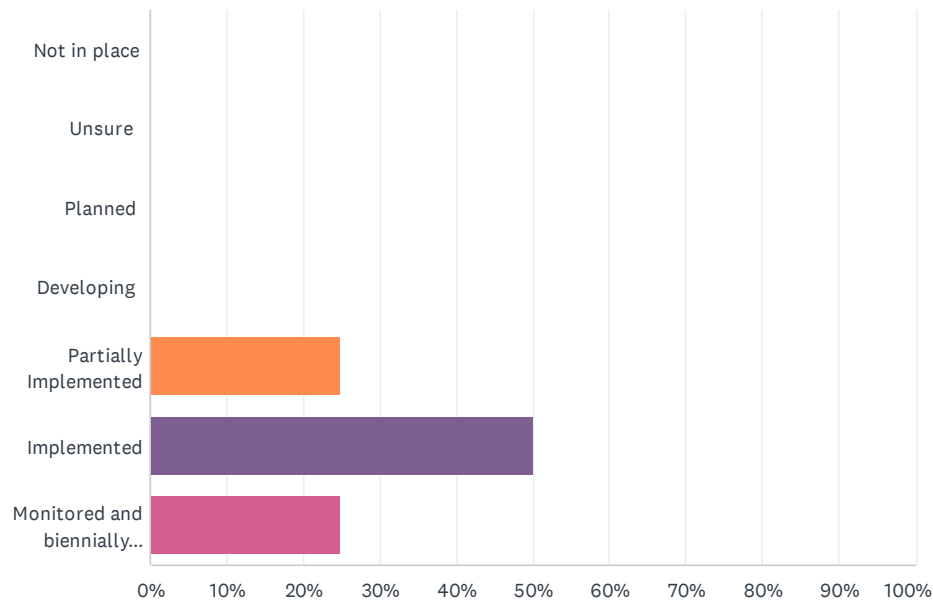
ANSWER CHOICES		RESPONSES	
Not in place		25.00%	1
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		50.00%	2
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Monthly financial reporting is reviewed by MFCS & Financial Services Officer	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q18 Does the Shire have a formal process to deal with claims and litigations?

Answered: 4 Skipped: 0



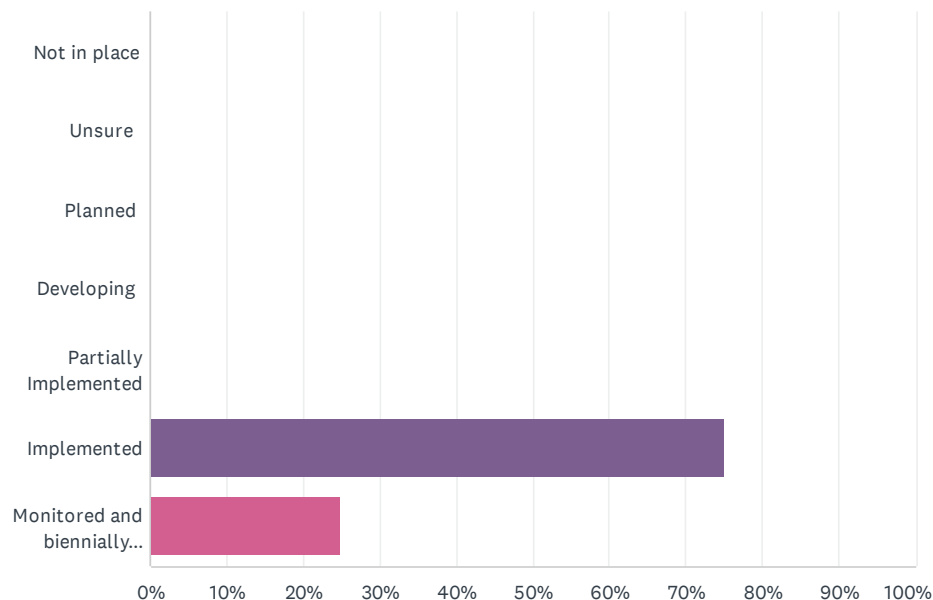
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		25.00%	1
Implemented		50.00%	2
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	LGIS insurance and a complaints register	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q19 Is there a process in place to identify misconduct, fraud or theft risks that includes monitoring, review and a treatment plan should they eventuate?

Answered: 4 Skipped: 0



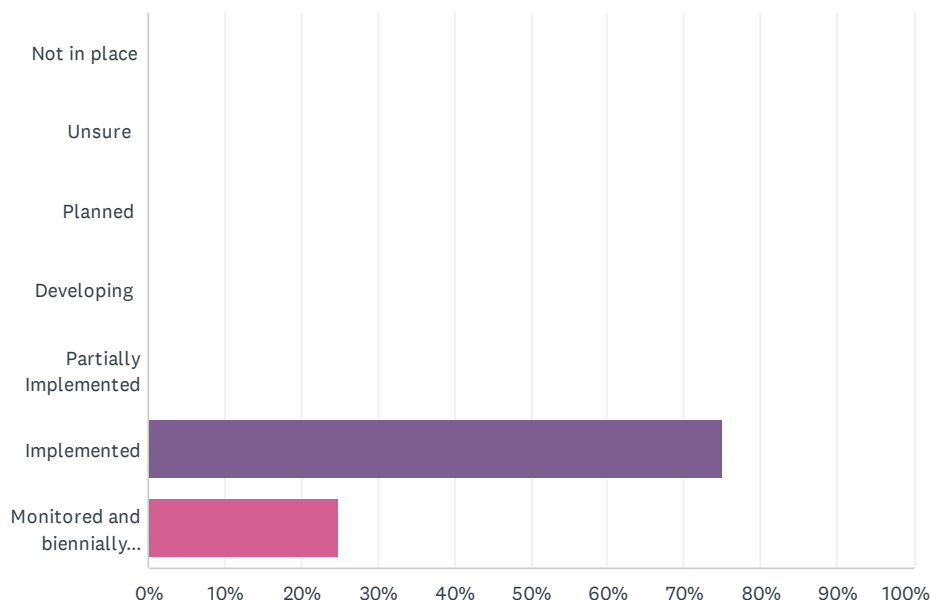
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	75.00% 3
Monitored and biennially reviewed	25.00% 1
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	segragation of duties, complaints register, public interest disclosure officer	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q20 Does the Shire have systems and processes to prevent or uncover misconduct, fraud and theft?

Answered: 4 Skipped: 0



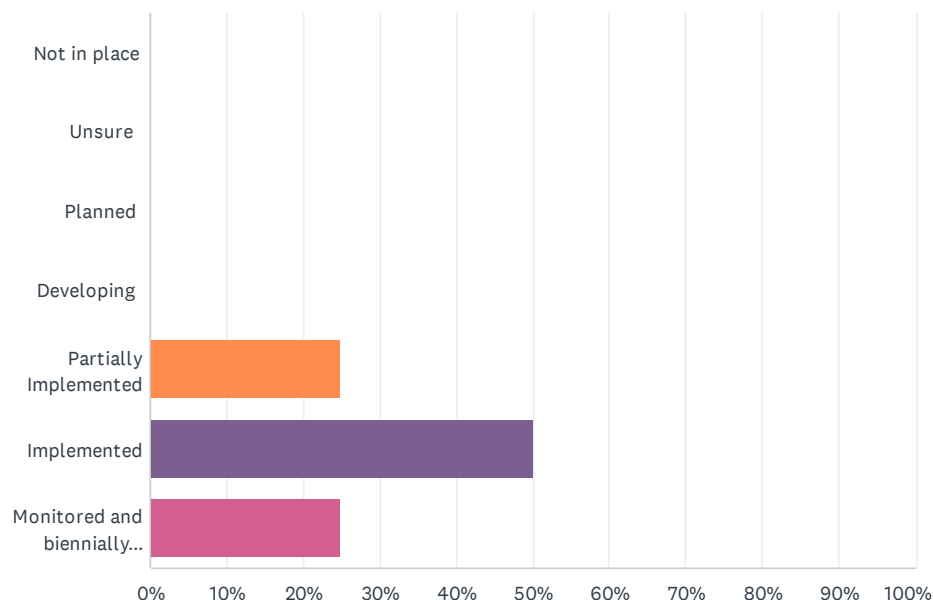
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		75.00%	3
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	segregation of duties, 2 factor authorisations, financial reporting review monthly including bank reconciliations; code of conduct identifies misconduct and unlawful behaviours	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q21 Does the Shire have systems in place to address Workplace Health and Safety risks?

Answered: 4 Skipped: 0



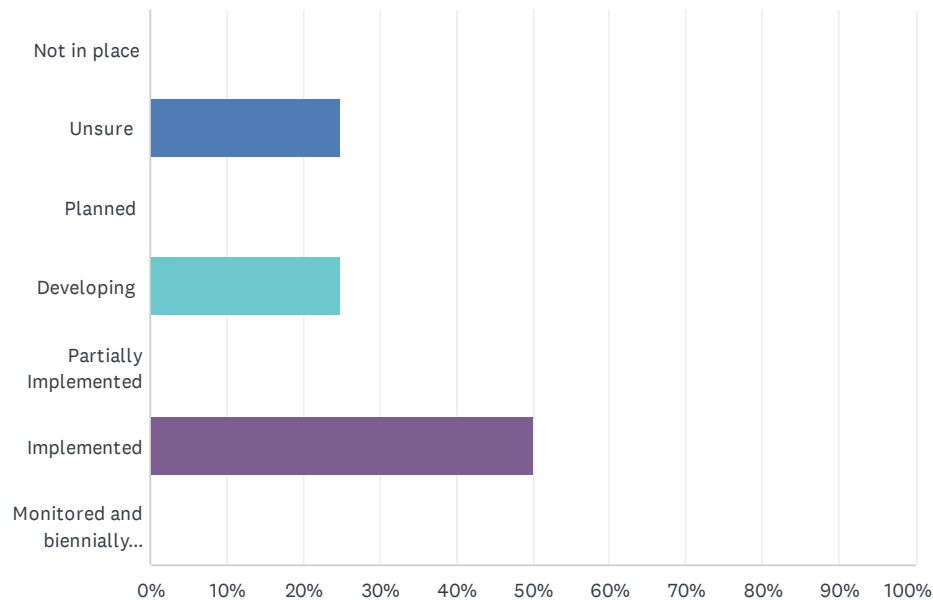
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	25.00% 1
Implemented	50.00% 2
Monitored and biennially reviewed	25.00% 1
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	WHS Coordinator employed	3/1/2023 3:18 PM
2	Skyetrust is being implemented for all WHS and is the process of being set up and rolled out to employees	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q22 Does the Shire have systems in place to address environmental risks?

Answered: 4 Skipped: 0



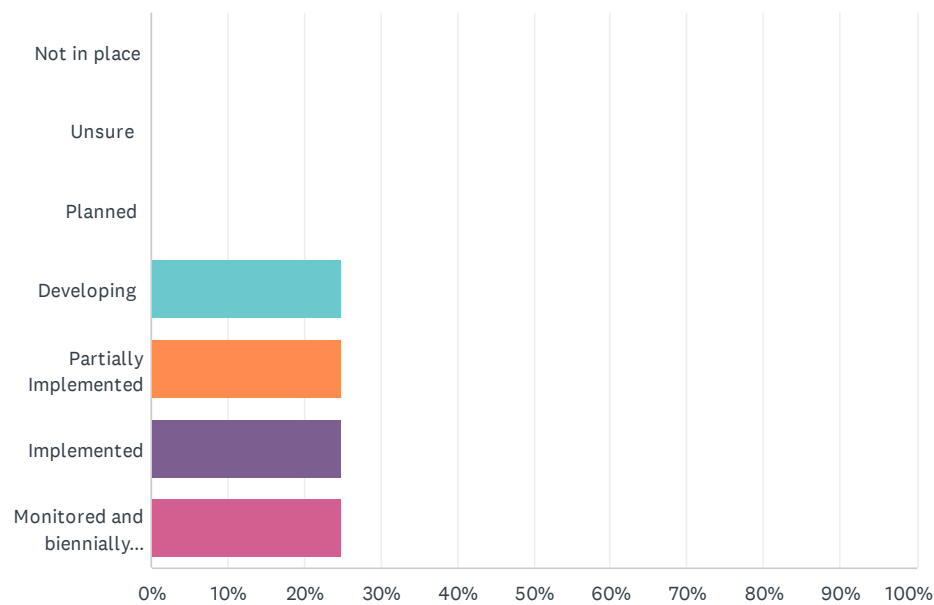
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		25.00%	1
Partially Implemented		0.00%	0
Implemented		50.00%	2
Monitored and biennially reviewed		0.00%	0
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	individual officers responsible, policies and procedures, issues are address as they come to be known	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q23 Does the Shire have systems and processes in place to address business risks?

Answered: 4 Skipped: 0



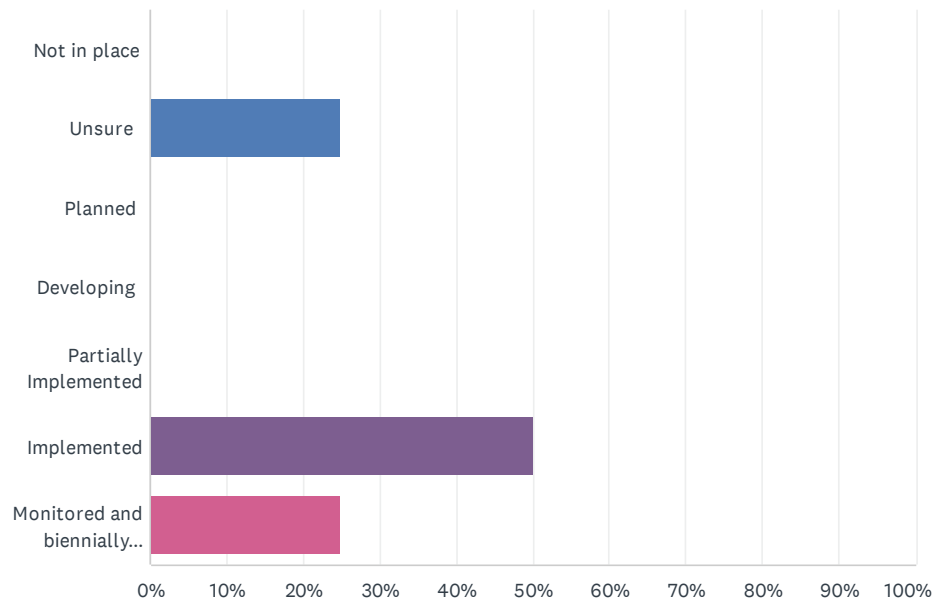
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		25.00%	1
Partially Implemented		25.00%	1
Implemented		25.00%	1
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Projects/Exec meetings	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q24 Does the Shire have a process to manage insurable risks and ensure the adequacy of insurance?

Answered: 4 Skipped: 0



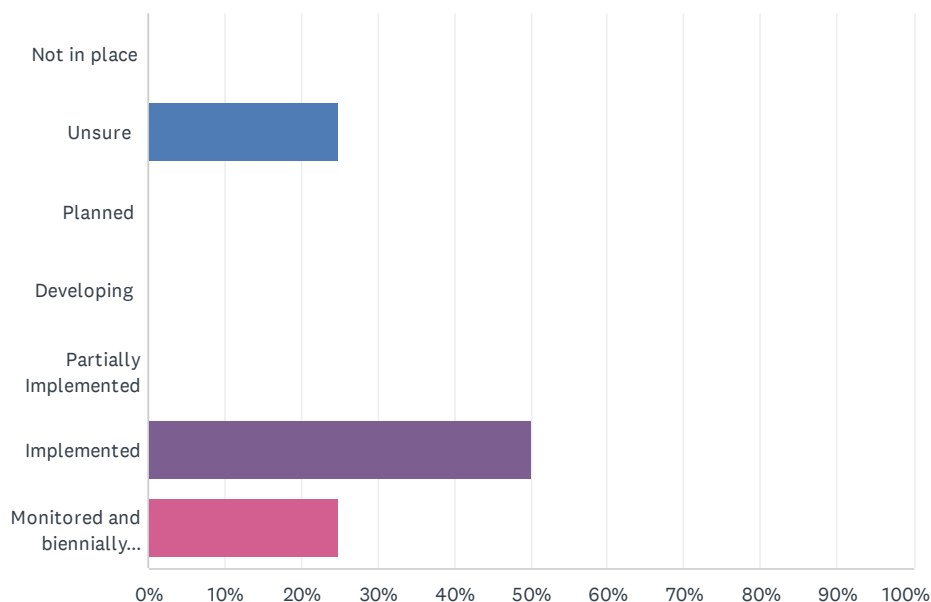
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	25.00% 1
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	50.00% 2
Monitored and biennially reviewed	25.00% 1
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	Regional Risk coordinator & Account manager	3/1/2023 3:18 PM
2	LGIS insurance, MFCS and CEO to review annually	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q25 Does the Shire have formal processes to review the effectiveness of the internal control systems with management, internal and external auditors?

Answered: 4 Skipped: 0



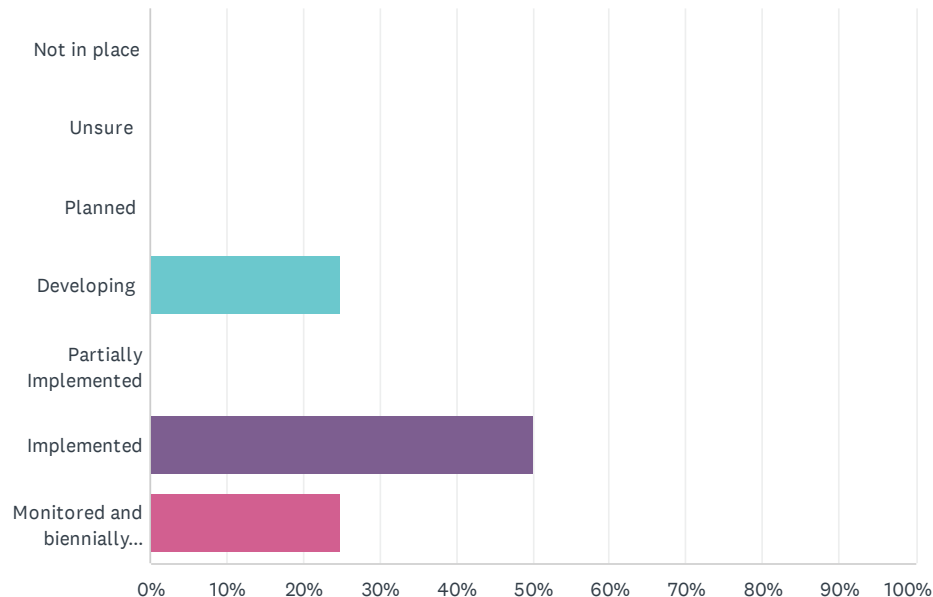
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	25.00% 1
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	50.00% 2
Monitored and biennially reviewed	25.00% 1
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	Annual & interim audits OAG, Financial Management Reviews, monthly reviews of all financial sub subsidiary ledgers & audit trails are signed off	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q26 Does management have controls in place for unusual types to transactions or transactions that may carry more than acceptable degrees of risk?

Answered: 4 Skipped: 0



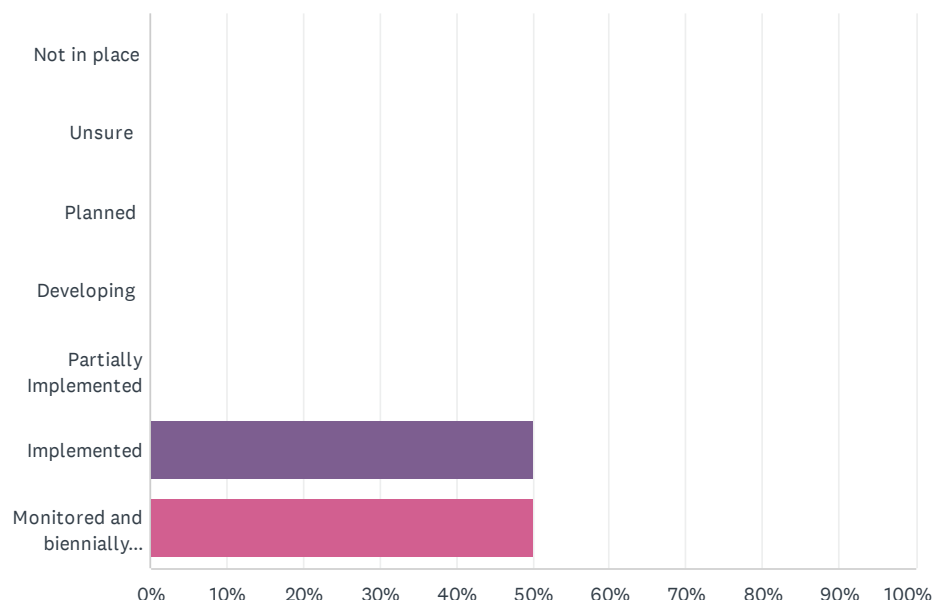
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	0.00% 0
Developing	25.00% 1
Partially Implemented	0.00% 0
Implemented	50.00% 2
Monitored and biennially reviewed	25.00% 1
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	Procurement policy and internal purchasing procedures, accounting software for purchasing, regular review of bank transactions	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q27 Does the Shire have a formal tenders and procurement system and process in place with a focus on probity and transparency of policies and procedures?

Answered: 4 Skipped: 0



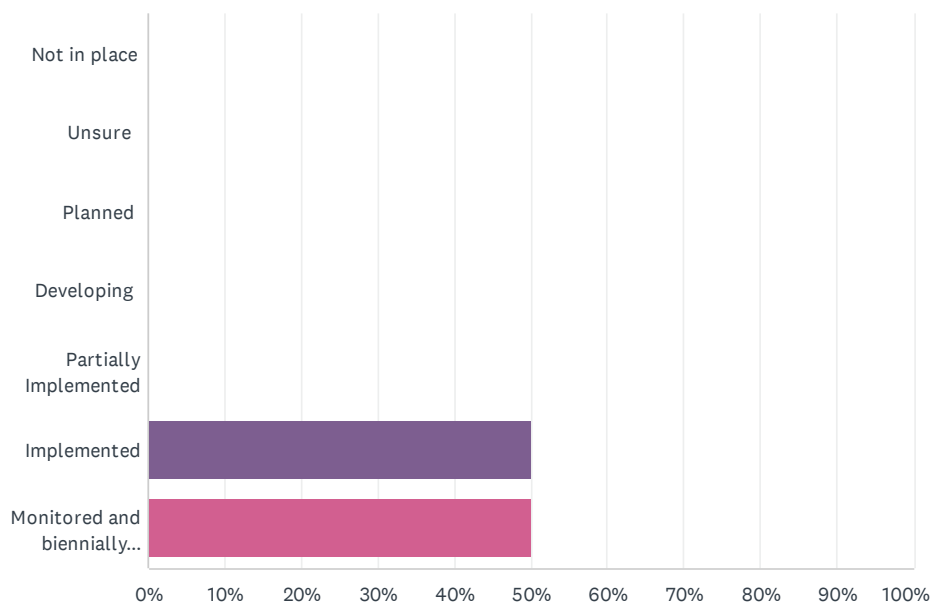
ANSWER CHOICES	RESPONSES	
Not in place	0.00%	0
Unsure	0.00%	0
Planned	0.00%	0
Developing	0.00%	0
Partially Implemented	0.00%	0
Implemented	50.00%	2
Monitored and biennially reviewed	50.00%	2
TOTAL		4

#	OTHER (PLEASE SPECIFY)	DATE
1	WALGA process in place for all tenders and also used for e-quotes of preferred suppliers list	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q28 Does the Shire have a process / checklist approach to ensure the tenders and procurements policies and processes are being applied at all times?

Answered: 4 Skipped: 0



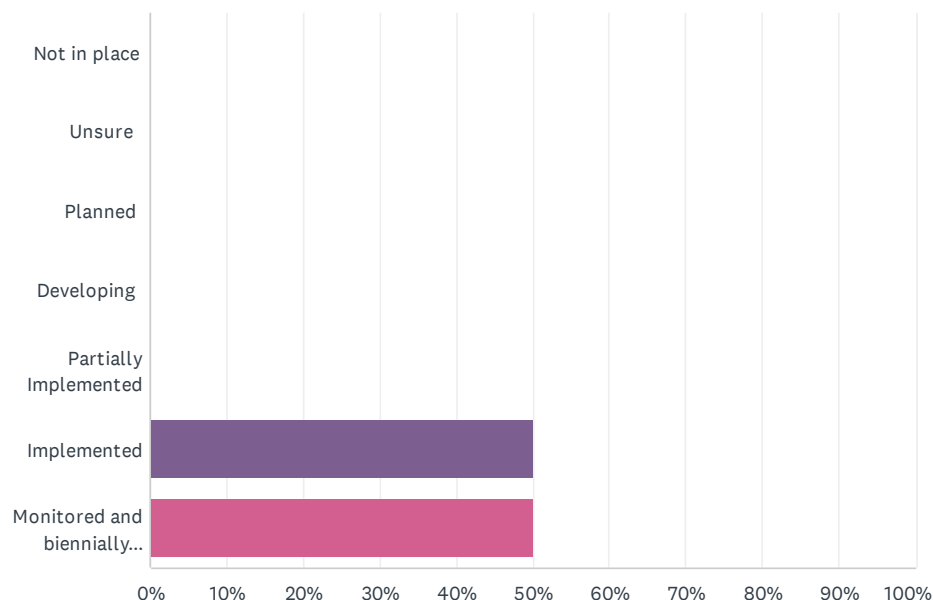
ANSWER CHOICES	RESPONSES	
Not in place	0.00%	0
Unsure	0.00%	0
Planned	0.00%	0
Developing	0.00%	0
Partially Implemented	0.00%	0
Implemented	50.00%	2
Monitored and biennially reviewed	50.00%	2
TOTAL		4

#	OTHER (PLEASE SPECIFY)	DATE
1	Corporate Management Procedure for Purchasing, purchase order quotes attached electronically in software, purchasing module linked to budget values and flags for overspend. CEO authorisation required for tenders	2/22/2023 9:09 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q29 Does the Shire have a formal delegation of authority system and process?

Answered: 4 Skipped: 0



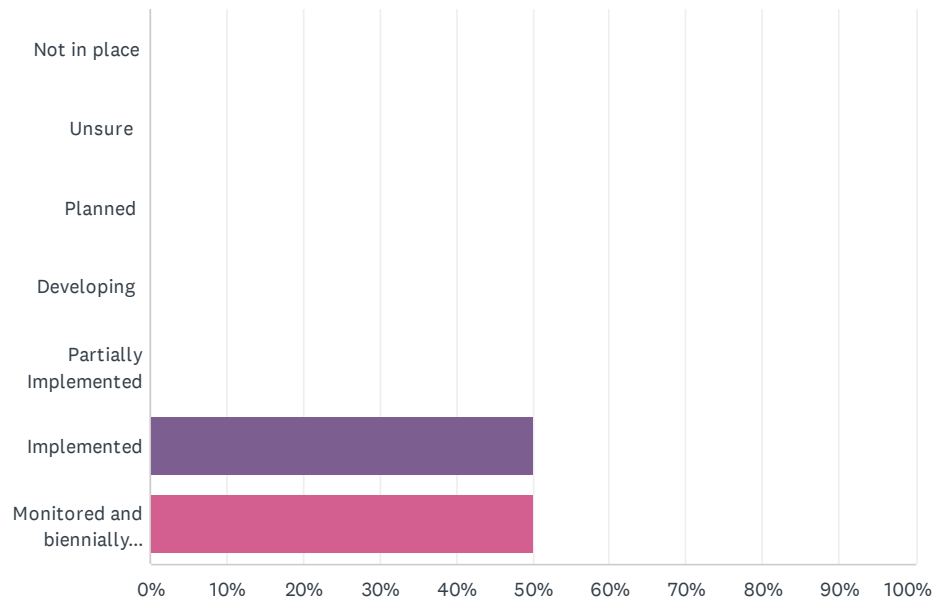
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	50.00% 2
Monitored and biennially reviewed	50.00% 2
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	Delegations Register is documented and reviewed	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q30 Does the Shire have documented policies and procedures?

Answered: 4 Skipped: 0



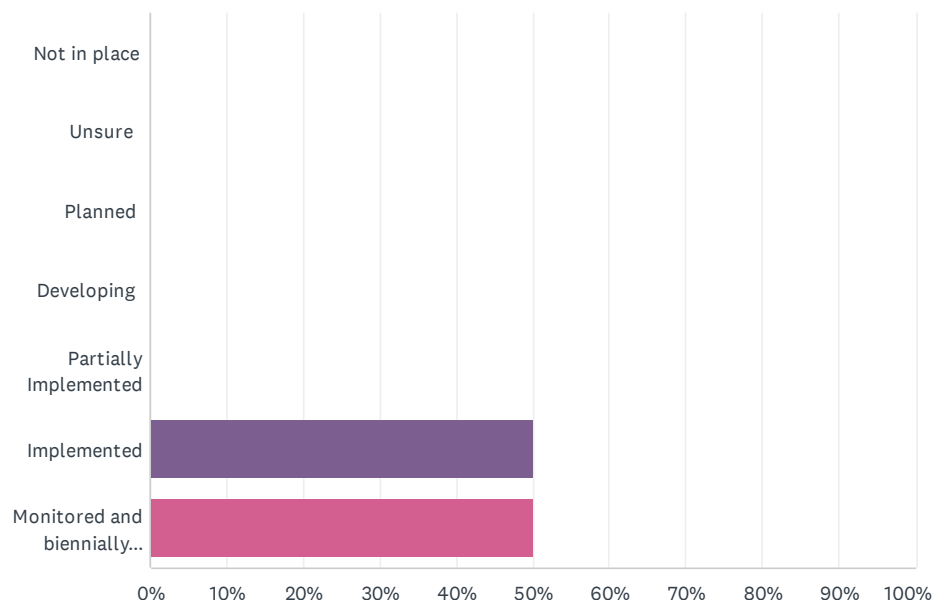
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		50.00%	2
Monitored and biennially reviewed		50.00%	2
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Corporate Policies and Corporate Management Procedures are documented and reviewed	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q31 Is there an effective process in place for policy and procedure reviews?

Answered: 4 Skipped: 0



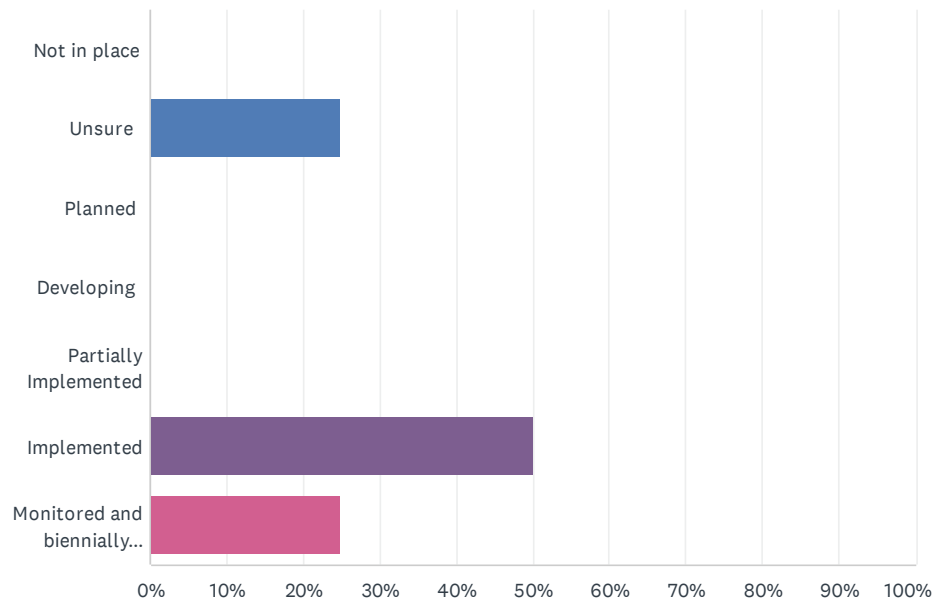
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	50.00% 2
Monitored and biennially reviewed	50.00% 2
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	All Policies, Procedures and Guidelines are reviewed annually and presented by CEO to councillors at an ordinary meeting of council	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q32 Are all Shire staff qualified and trained in the areas of their principal responsibility?

Answered: 4 Skipped: 0



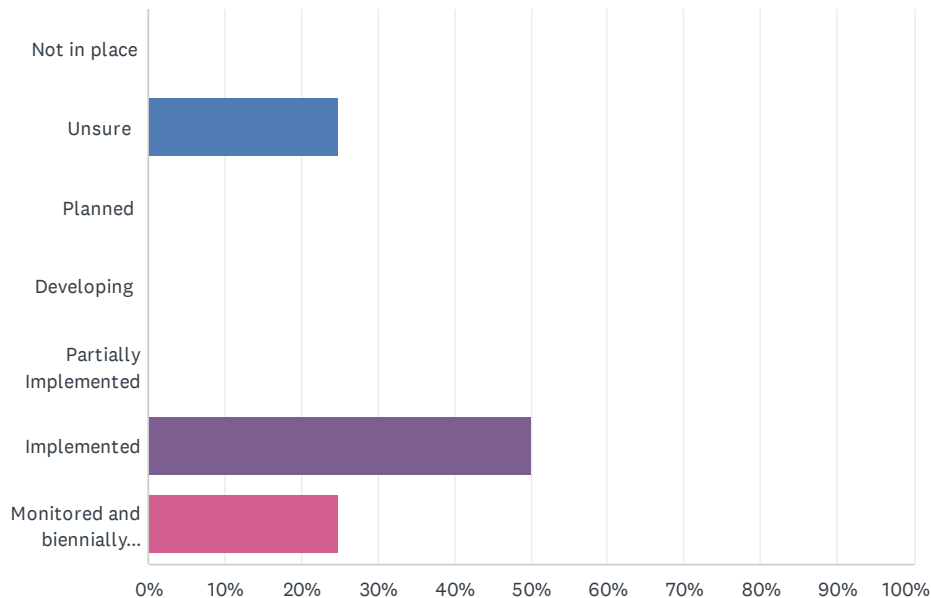
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	25.00% 1
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	50.00% 2
Monitored and biennially reviewed	25.00% 1
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	a training matrix is available in excel and we are moving to have this in the new WHS Skyetrust system	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q33 Are there controls on all formal systems and processes?

Answered: 4 Skipped: 0



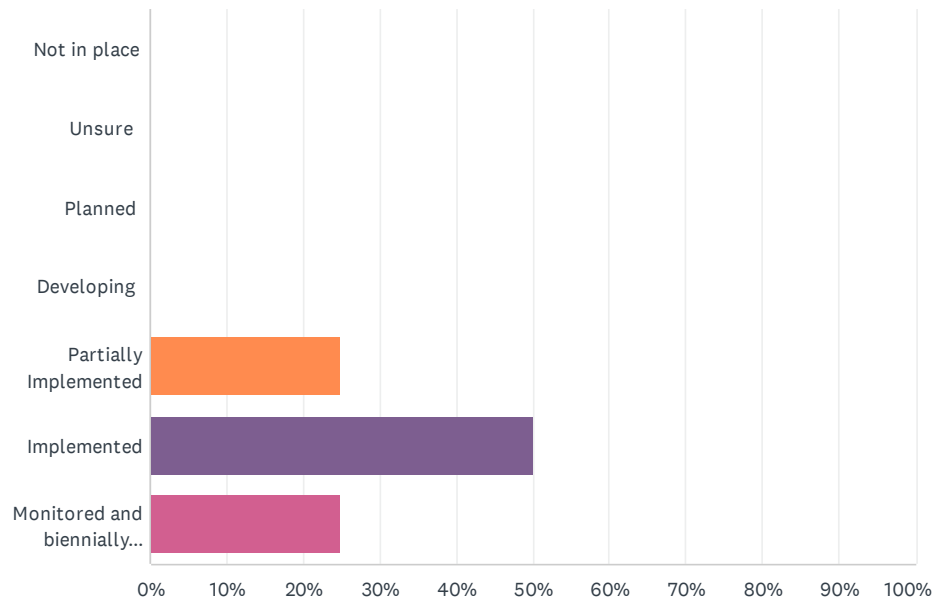
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	25.00% 1
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	50.00% 2
Monitored and biennially reviewed	25.00% 1
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	Process/procedure in place with audit trails produced by officers and reviewed by MFCS across financial areas Shire asset management is lacking, registers and controls need improving	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q34 Are regular internal audits carried out?

Answered: 4 Skipped: 0



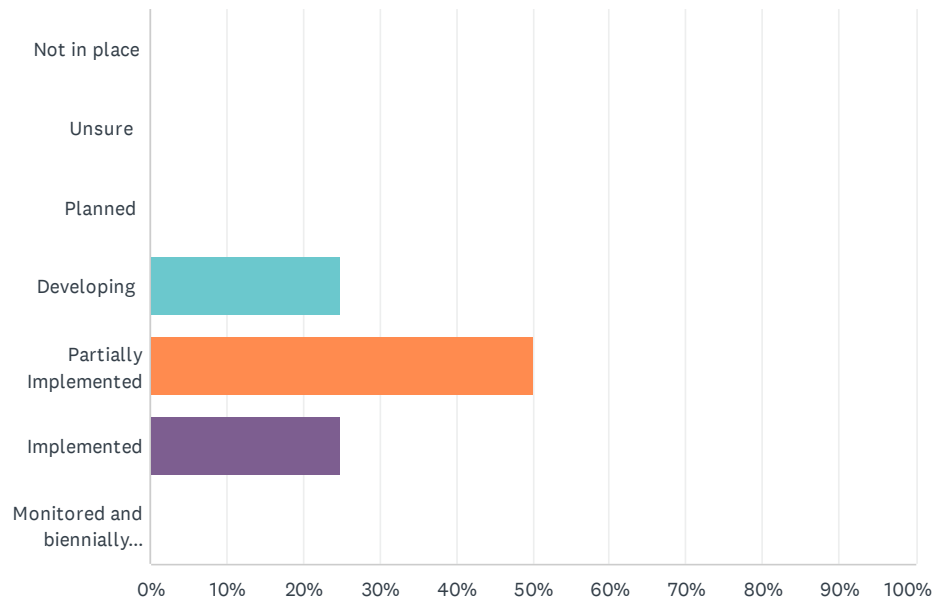
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		25.00%	1
Implemented		50.00%	2
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	internal audits to the extent financial systems are reviewed yet not formally or regular	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q35 Are risk identification and assessments activities documented?

Answered: 4 Skipped: 0



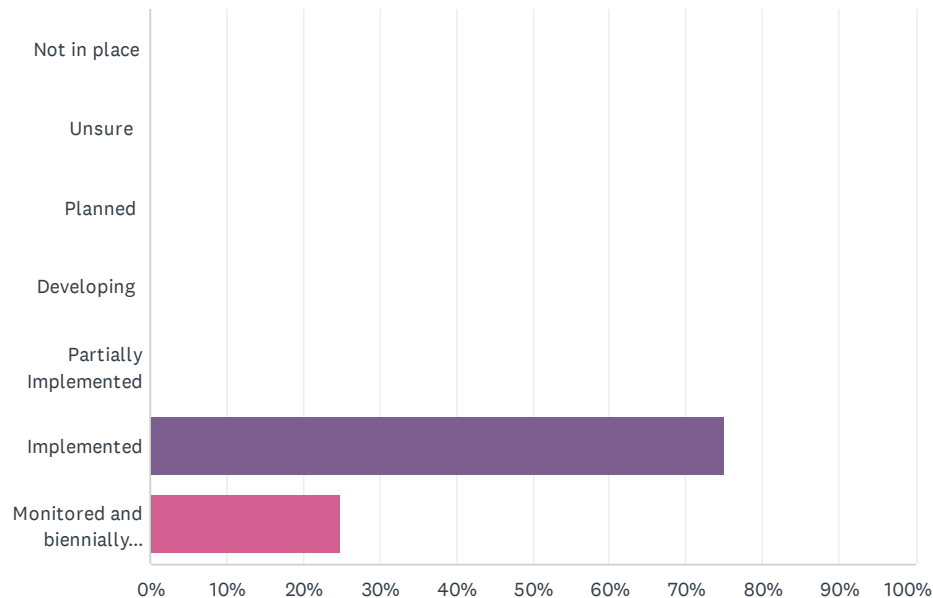
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	0.00% 0
Developing	25.00% 1
Partially Implemented	50.00% 2
Implemented	25.00% 1
Monitored and biennially reviewed	0.00% 0
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	risk is identified as individual officers responsibility yet not documented and perhaps not as they should from teh Risk mgt Policy & Framework - i dont believe all senior staff are across this area	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q36 Does the Shire have regular liaison with the Shire Auditors?

Answered: 4 Skipped: 0



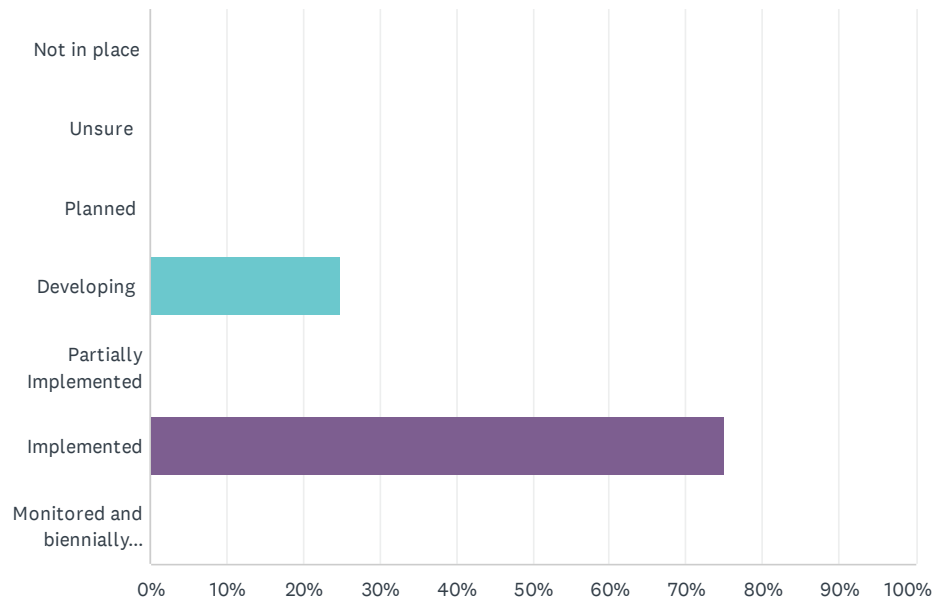
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		75.00%	3
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	CEO, MFCS & Financial Services Office have regular contact with OAG auditors, yet other senior staff do not	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q37 Does the Shire have regular liaison with legal advisors?

Answered: 4 Skipped: 0



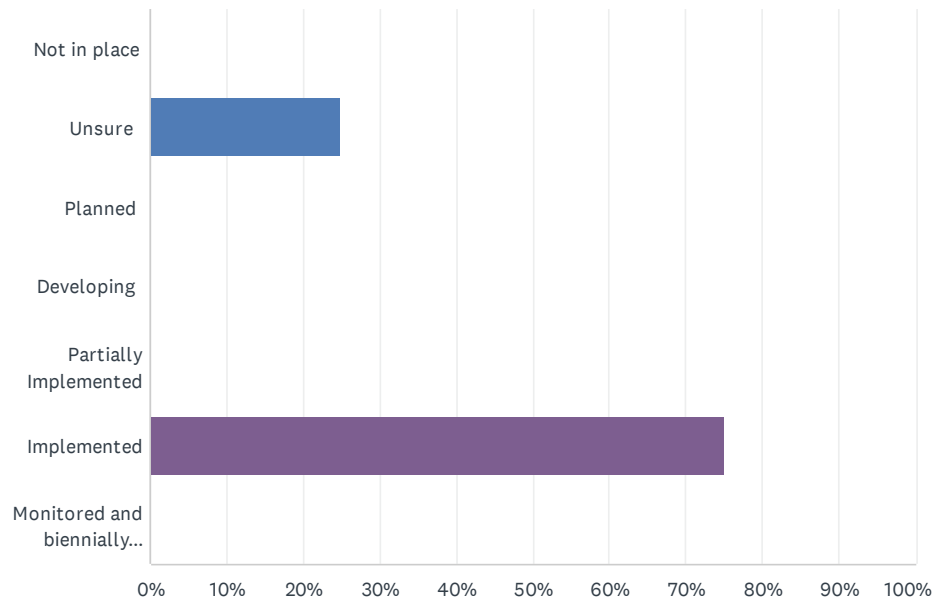
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		25.00%	1
Partially Implemented		0.00%	0
Implemented		75.00%	3
Monitored and biennially reviewed		0.00%	0
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	LGIS insurance team, other legal firms if required	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q38 Is there a process to review the effectiveness of internal controls?

Answered: 4 Skipped: 0



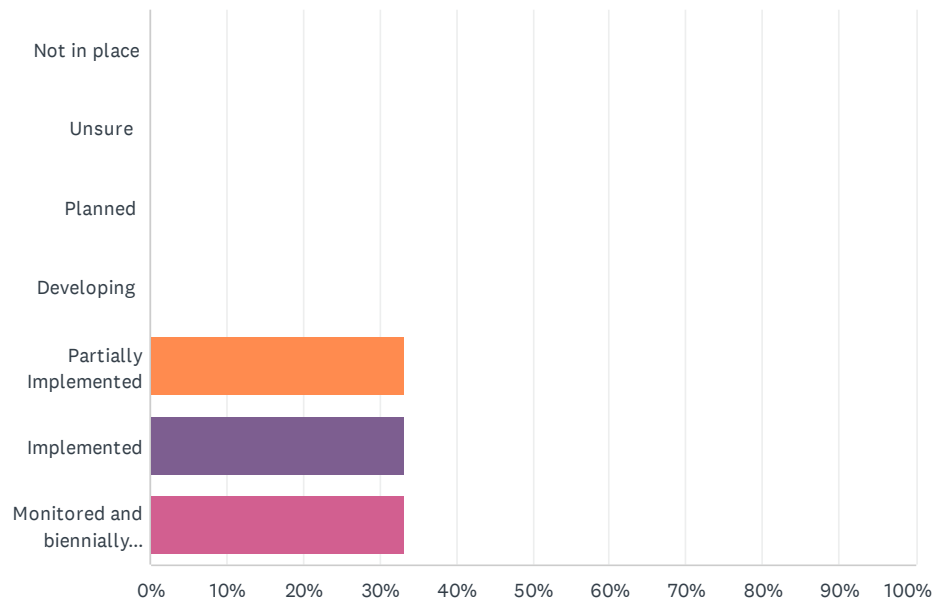
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		75.00%	3
Monitored and biennially reviewed		0.00%	0
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	System audit trails produced regularly for review by MFCS for financial areas	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q39 Is there a process for ensuring separation of roles and functions in processing and authorisation?

Answered: 3 Skipped: 1



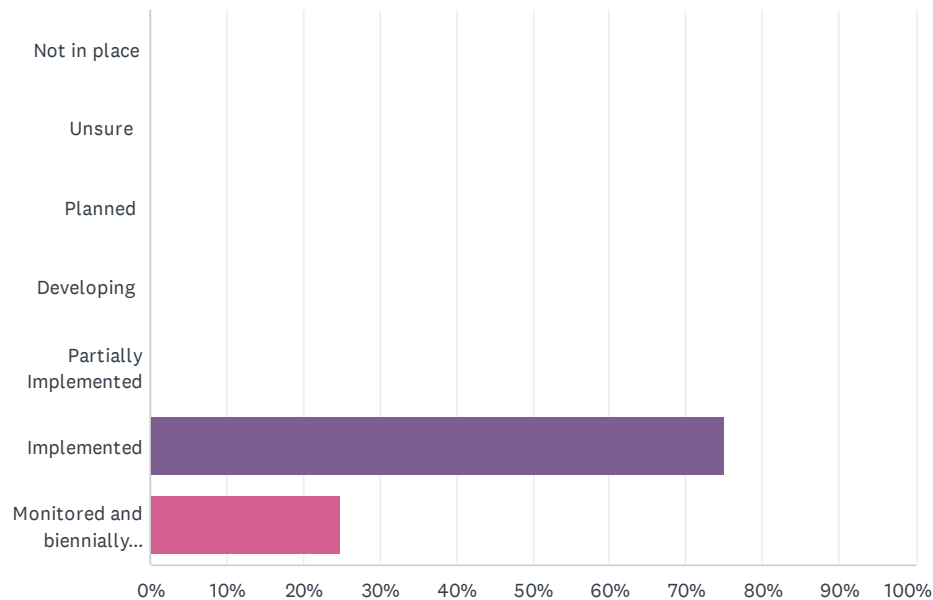
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	33.33% 1
Implemented	33.33% 1
Monitored and biennially reviewed	33.33% 1
TOTAL	3

#	OTHER (PLEASE SPECIFY)	DATE
1	Position descriptions assist with separation, banking restrictions, 2 person authorisations	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q40 Is there a process in place for control of approval of documents, letters and financial records?

Answered: 4 Skipped: 0



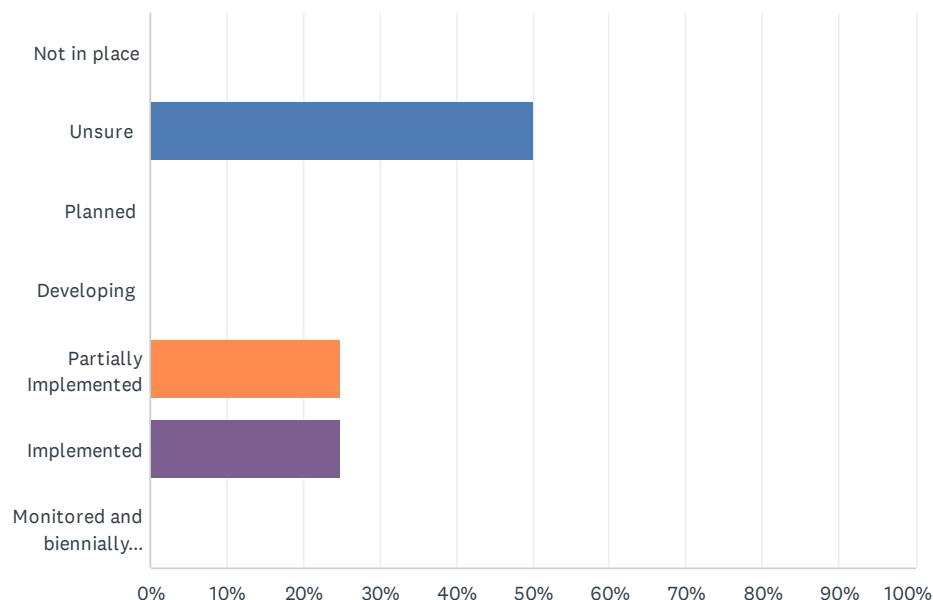
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		75.00%	3
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	CEO & Senior Staff authorise documents, financial records are authorised/reviewed by 2 senior staff	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q41 Is there a process for comparison of internal data with other external sources of information?

Answered: 4 Skipped: 0



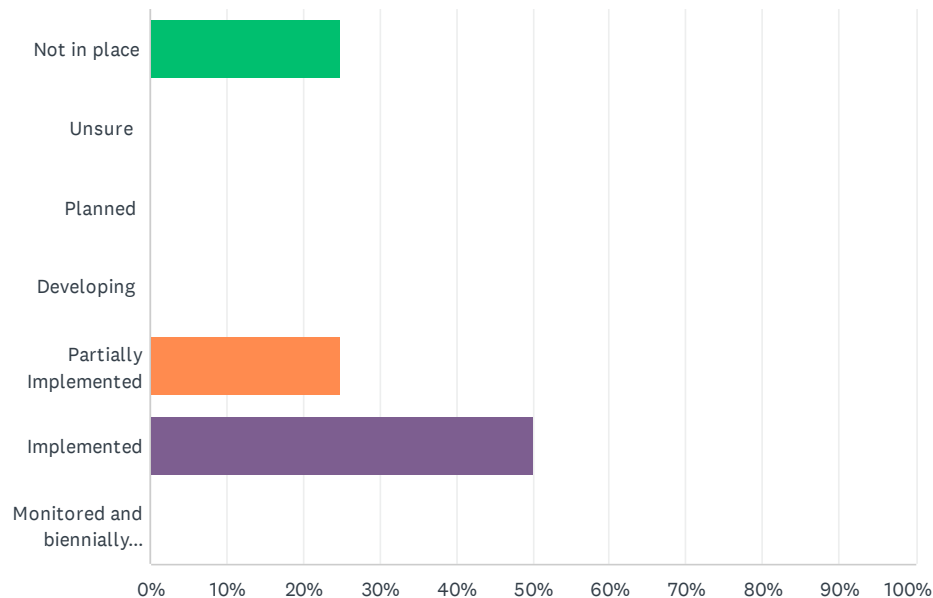
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		50.00%	2
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		25.00%	1
Implemented		25.00%	1
Monitored and biennially reviewed		0.00%	0
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	information is supplied through WALGA/Department emails which are registered in the record managment system	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q42 Is direct physical access to assets and records limited?

Answered: 4 Skipped: 0



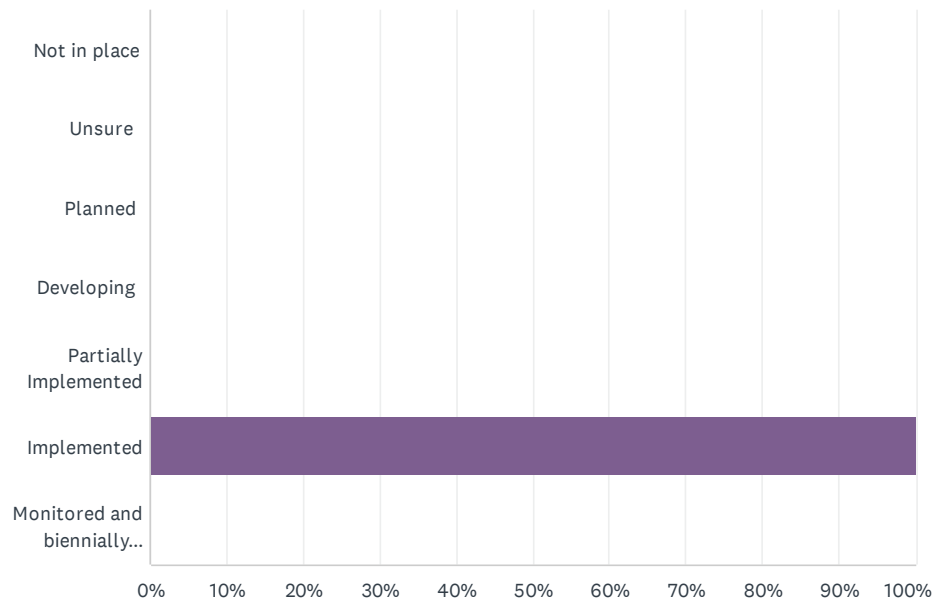
ANSWER CHOICES		RESPONSES	
Not in place		25.00%	1
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		25.00%	1
Implemented		50.00%	2
Monitored and biennially reviewed		0.00%	0
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	An area flagged in the Financial Management Review - shire assets are not restricted to those only authorised for use. Reviews need to take place of key access, security to admin building, fleet & other shire assets	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q43 Are controls in place relating to computer applications and information system standards?

Answered: 4 Skipped: 0



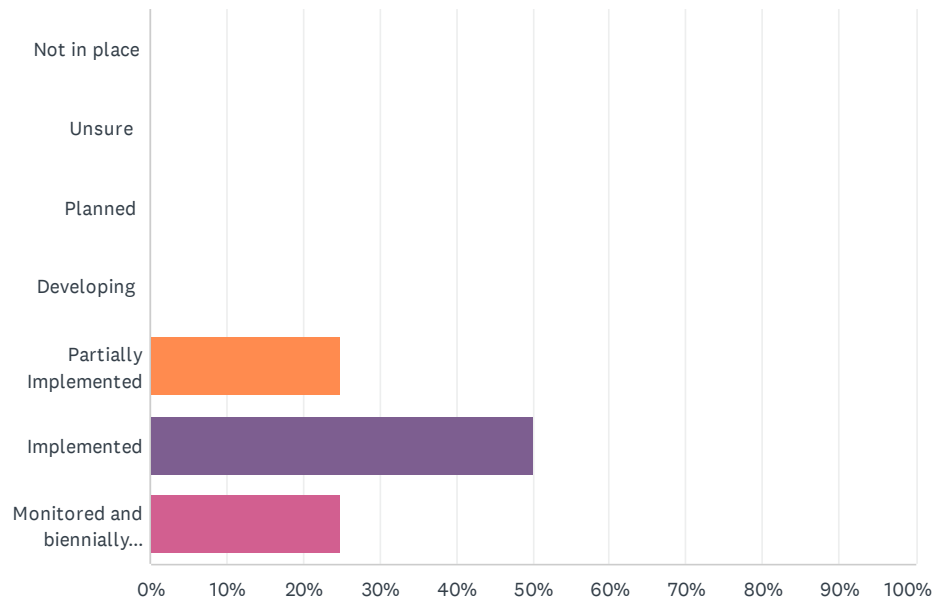
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	100.00% 4
Monitored and biennially reviewed	0.00% 0
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	An area flagged in the Financial Management Review - staff are not adhering to IT Policy with passwords being available & officers computers not being locked when away from their workstations	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q44 Is access limited to make changes in data files and systems?

Answered: 4 Skipped: 0



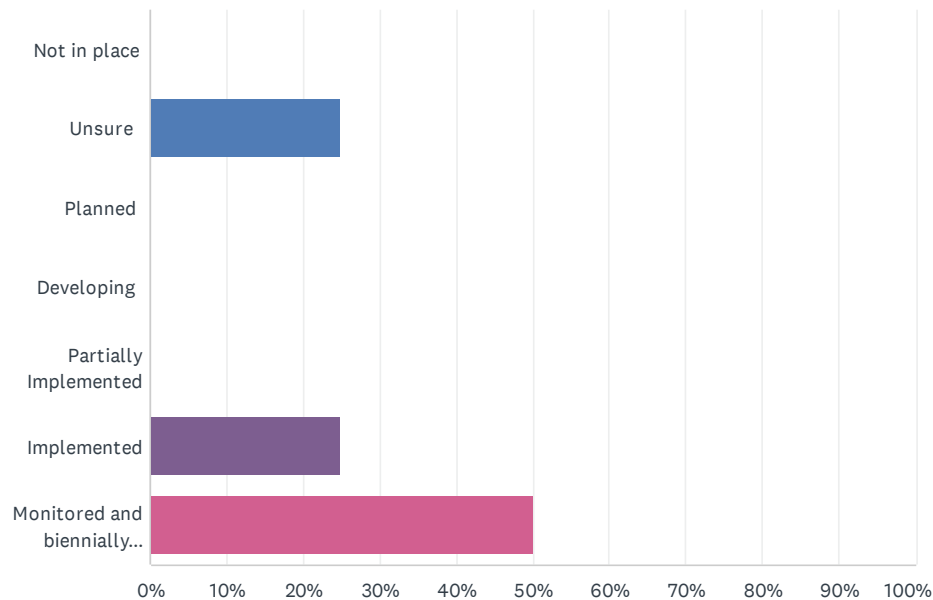
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		0.00%	0
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		25.00%	1
Implemented		50.00%	2
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Files & folders restricted, software applications restricted	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q45 Is there regular maintenance and review of financial control accounts and trial balances?

Answered: 4 Skipped: 0



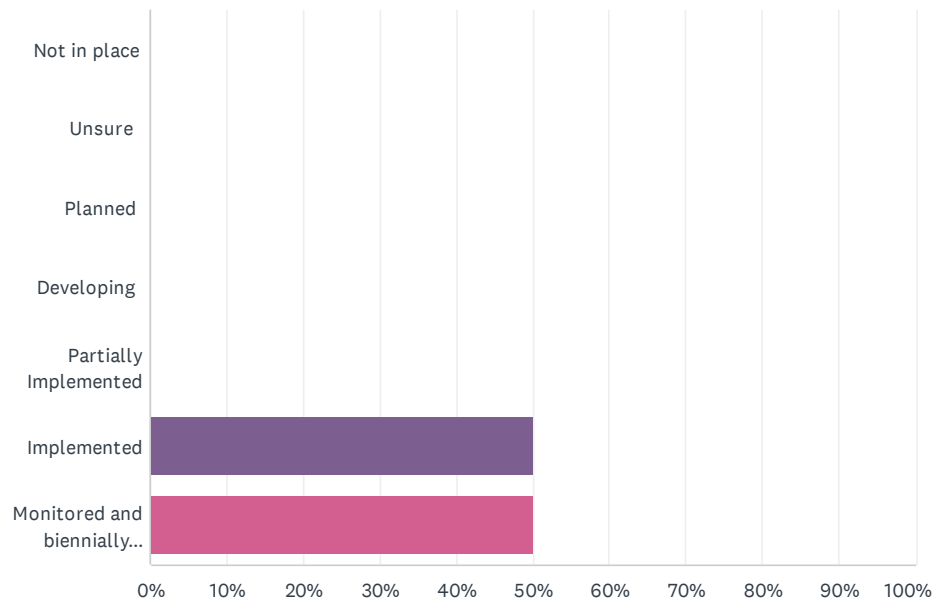
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		25.00%	1
Monitored and biennially reviewed		50.00%	2
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Monthly review of reconciliations, financial reports presented to council, cf credit card statements presented to council etc	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q46 Is there a process for regular comparison and analysis of financial results with budgeted amounts?

Answered: 4 Skipped: 0



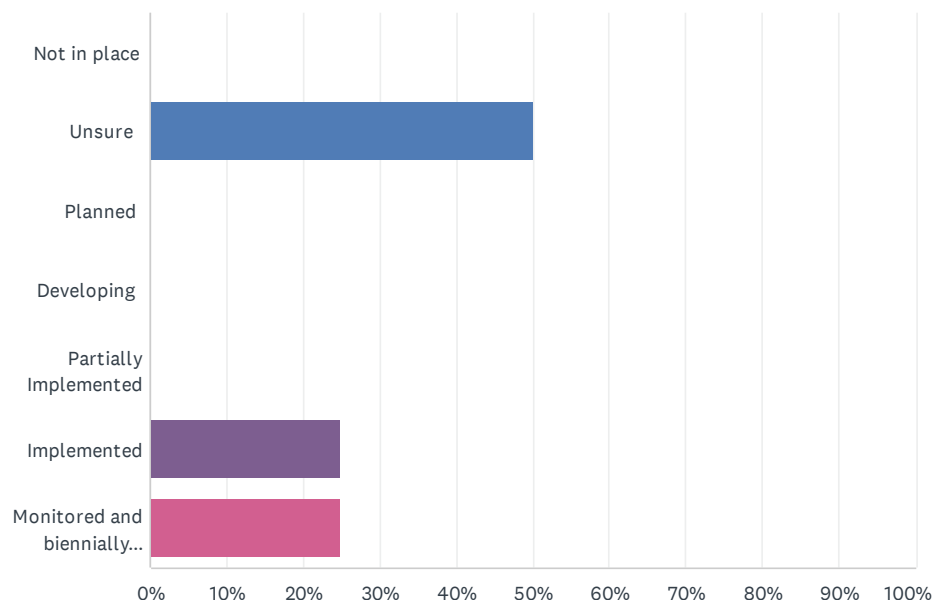
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	50.00% 2
Monitored and biennially reviewed	50.00% 2
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	monthly financial reports are compared to previous periods	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q47 Is there a process to review the arithmetical accuracy and content of records?

Answered: 4 Skipped: 0



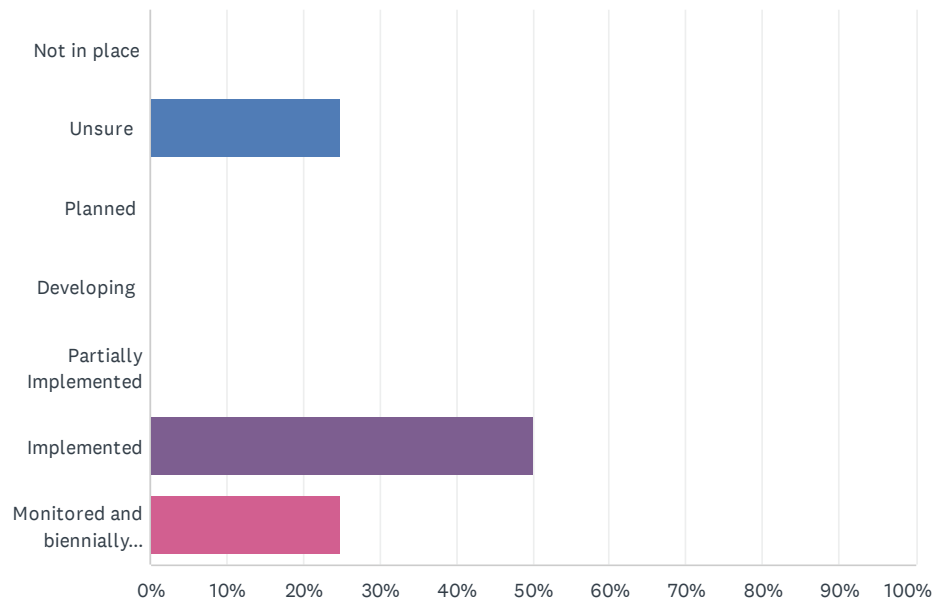
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		50.00%	2
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		25.00%	1
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	monthly financials review has checking sheets & is reviewed against budgets, annual budget review process	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q48 Is there a process to review and report on approval of financial payments and reconciliations

Answered: 4 Skipped: 0



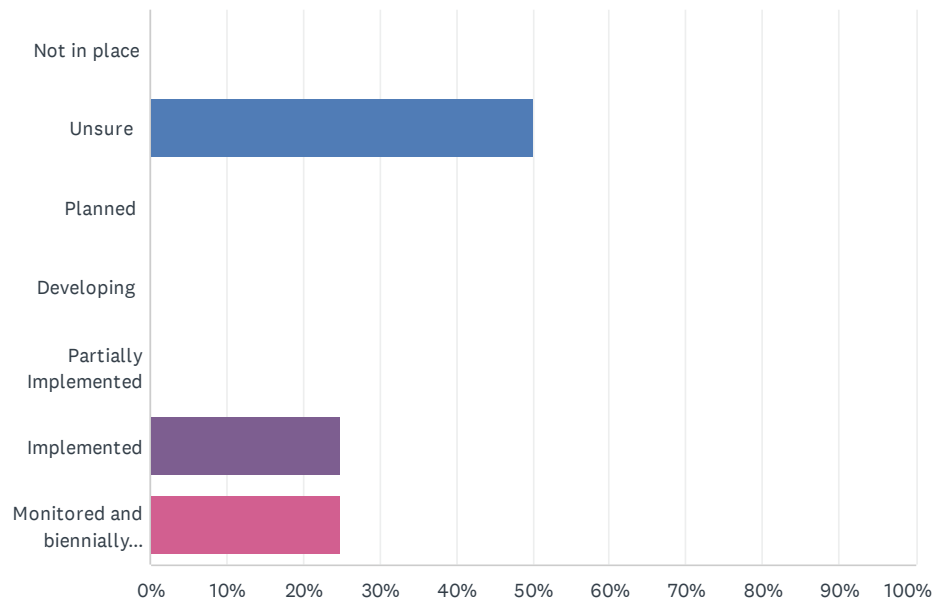
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		50.00%	2
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Monthly list of accounts is presented to council with finance reports	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q49 Is there a process to compare the result of physical cash and inventory counts with accounting records?

Answered: 4 Skipped: 0



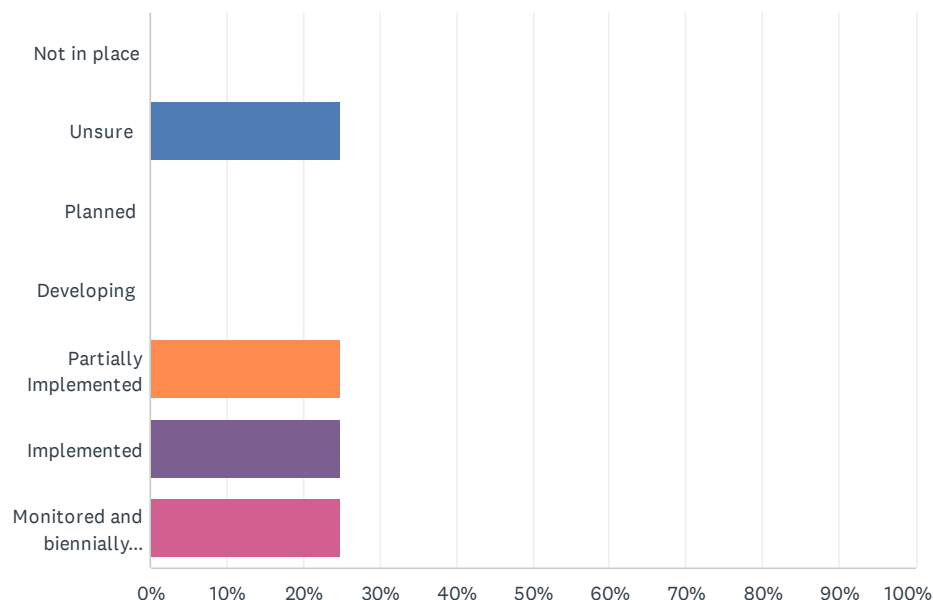
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	50.00% 2
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	25.00% 1
Monitored and biennially reviewed	25.00% 1
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	procedures are in place for 2 person cash checks and reviews done on an ad hoc basis, stock & fuel is reviewed monthly	2/22/2023 9:35 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q50 Is there a process in place for monitoring compliance with legislation and regulations?

Answered: 4 Skipped: 0



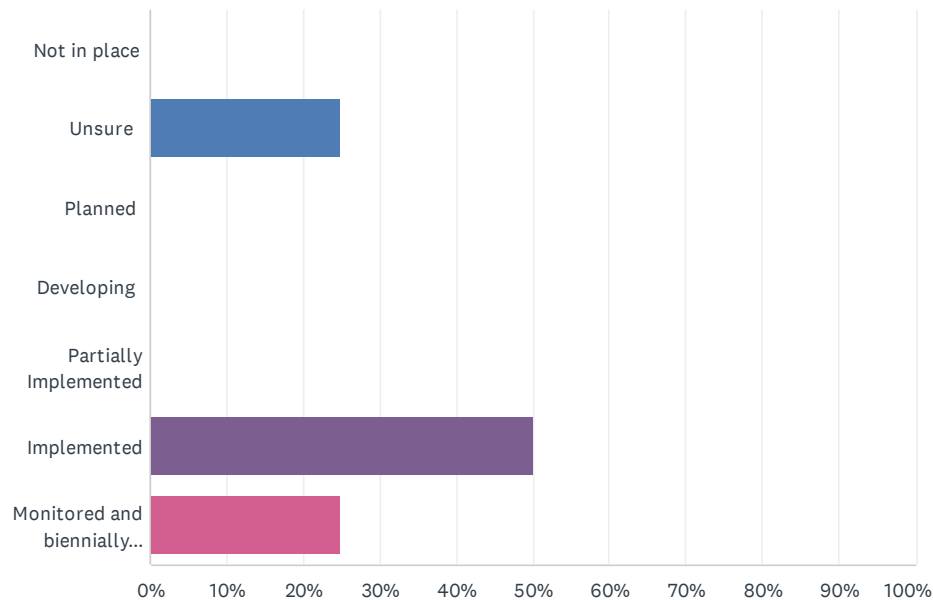
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		25.00%	1
Implemented		25.00%	1
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	use of the 'dates to remember' calendar, annual compliance audit return, access to Governance officers at WALGA	2/22/2023 10:13 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q51 Is there a process in place to review the annual Compliance Audit Return and report to Council the results of that review?

Answered: 4 Skipped: 0



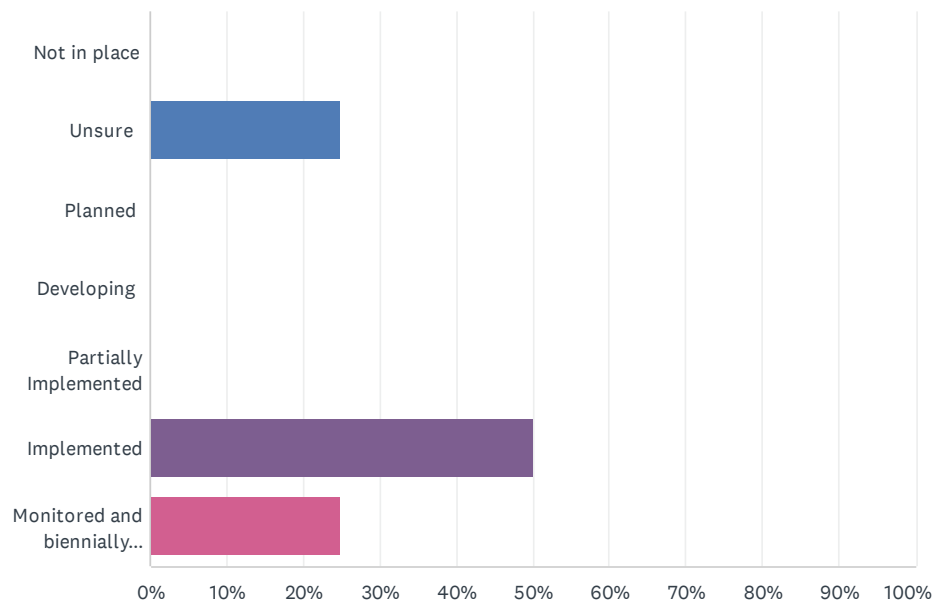
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		50.00%	2
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	CAR completed and considered at Finance, Audit & Risk Management committee meeting then presented to next ordinary council meeting	2/22/2023 10:13 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q52 Is there a process for the audit committee to stay informed on how management is monitoring the effectiveness of its compliance and making recommendations for change as necessary?

Answered: 4 Skipped: 0



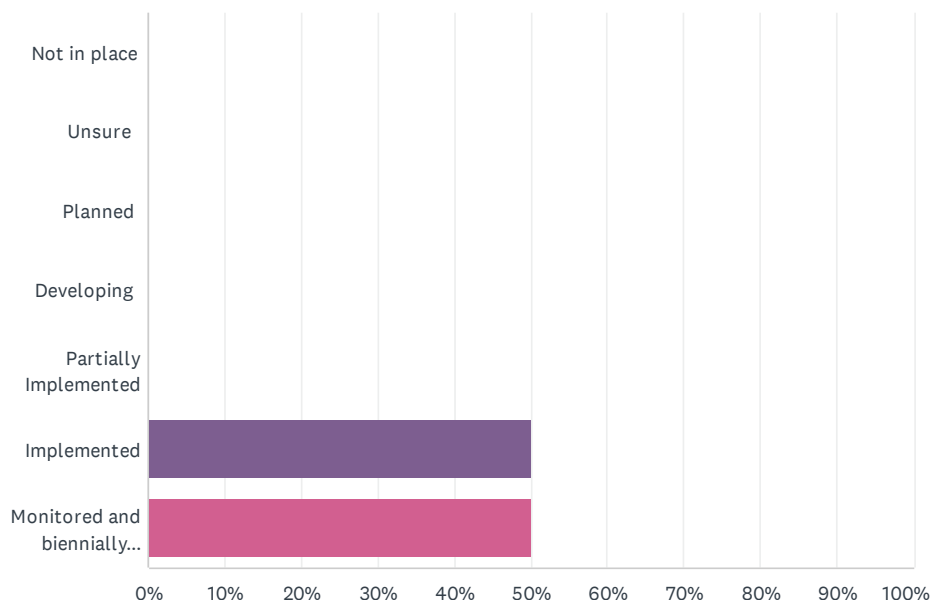
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		50.00%	2
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Finance, Audit & Risk Management Committee are presented with items for consideration or information and meet with auditors twice per year	2/22/2023 10:13 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q53 Does the Shire have procedures for it to receive, retain and treat complaints, including confidential and anonymous employee complaints?

Answered: 4 Skipped: 0



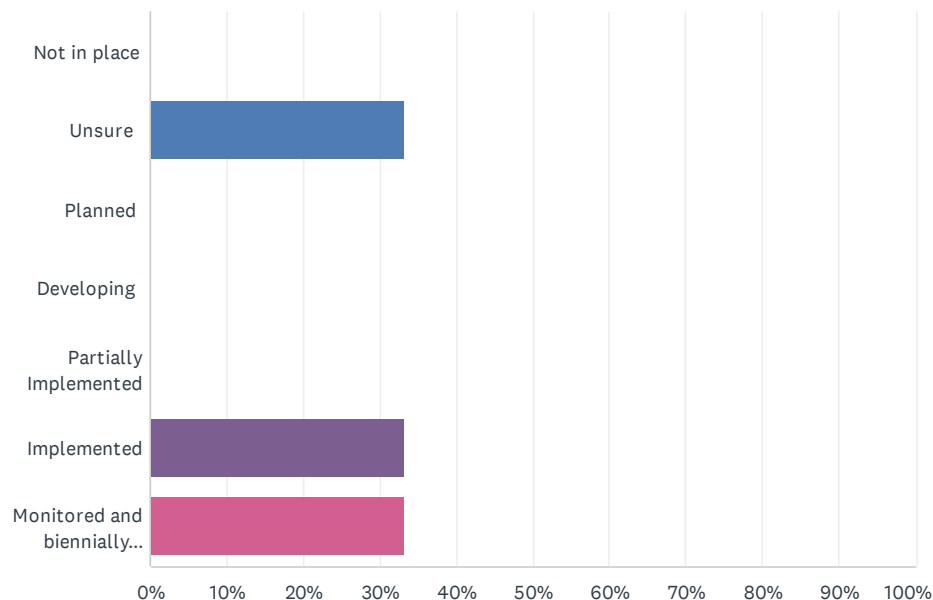
ANSWER CHOICES	RESPONSES
Not in place	0.00% 0
Unsure	0.00% 0
Planned	0.00% 0
Developing	0.00% 0
Partially Implemented	0.00% 0
Implemented	50.00% 2
Monitored and biennially reviewed	50.00% 2
TOTAL	4

#	OTHER (PLEASE SPECIFY)	DATE
1	Policy & Procedure in place, PID officer, complaints register	2/22/2023 10:13 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q54 Is there a process that gives the Audit Committee assurance that adverse trends are identified and reviews management's plans to deal with these?

Answered: 3 Skipped: 1



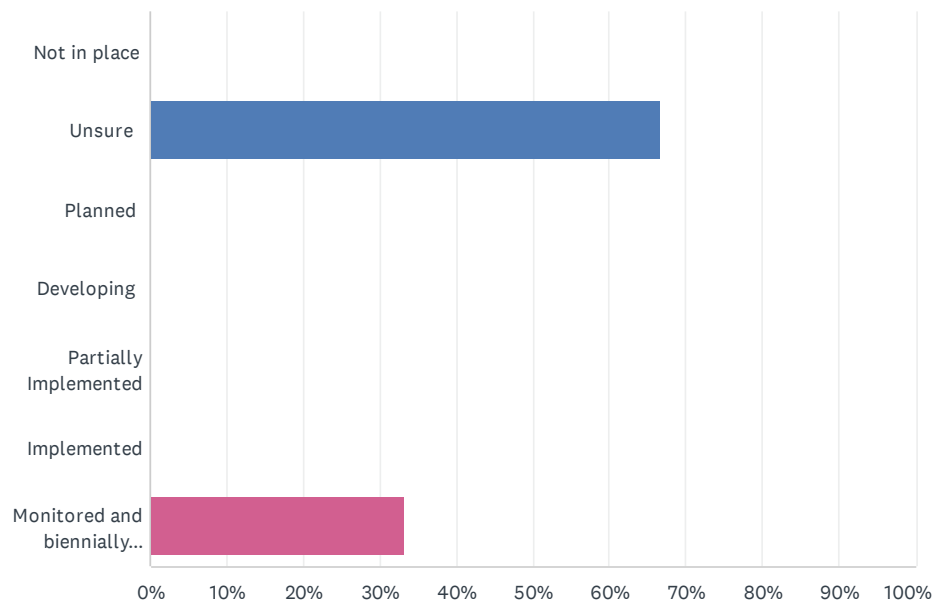
ANSWER CHOICES	RESPONSES	
Not in place	0.00%	0
Unsure	33.33%	1
Planned	0.00%	0
Developing	0.00%	0
Partially Implemented	0.00%	0
Implemented	33.33%	1
Monitored and biennially reviewed	33.33%	1
TOTAL		3

#	OTHER (PLEASE SPECIFY)	DATE
1	Finance, Audit & Risk Management Committee meet with auditors twice per year to discuss directly with OAG any adverse trends or issues	2/22/2023 10:13 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q55 Is there a process to for the Audit committee to review management disclosures in financial reports of the effect of significant compliance issues?

Answered: 3 Skipped: 1



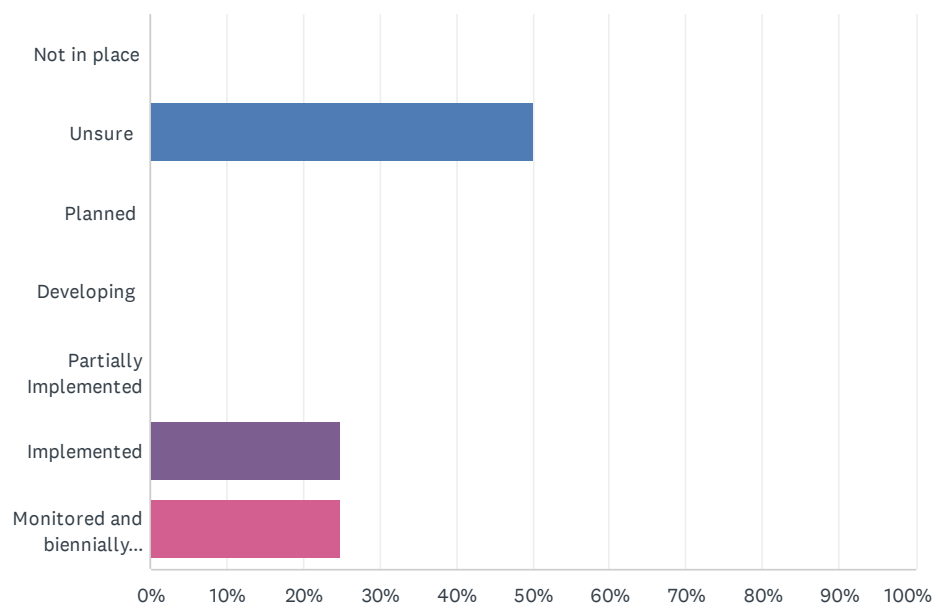
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		66.67%	2
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		0.00%	0
Monitored and biennially reviewed		33.33%	1
TOTAL			3

#	OTHER (PLEASE SPECIFY)	DATE
1	FARM committee meetings discuss all items which are reported with a comment from officers; matters of significance are highlighted from audits and reviews	2/22/2023 10:13 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q56 Is there a process to review 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?

Answered: 4 Skipped: 0



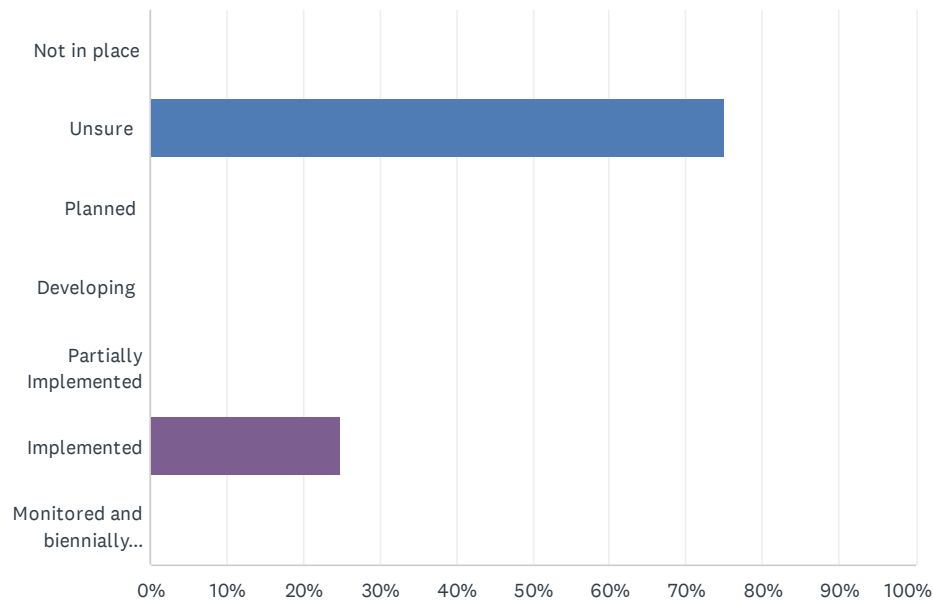
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		50.00%	2
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		25.00%	1
Monitored and biennially reviewed		25.00%	1
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Office of auditor general engagement letters outline the scope & responsibilities, audit strategy presents audit risks and focus areas	2/22/2023 10:13 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q57 Is there a process to determine the internal auditor's role in assessing compliance and ethics risks in their plan?

Answered: 4 Skipped: 0



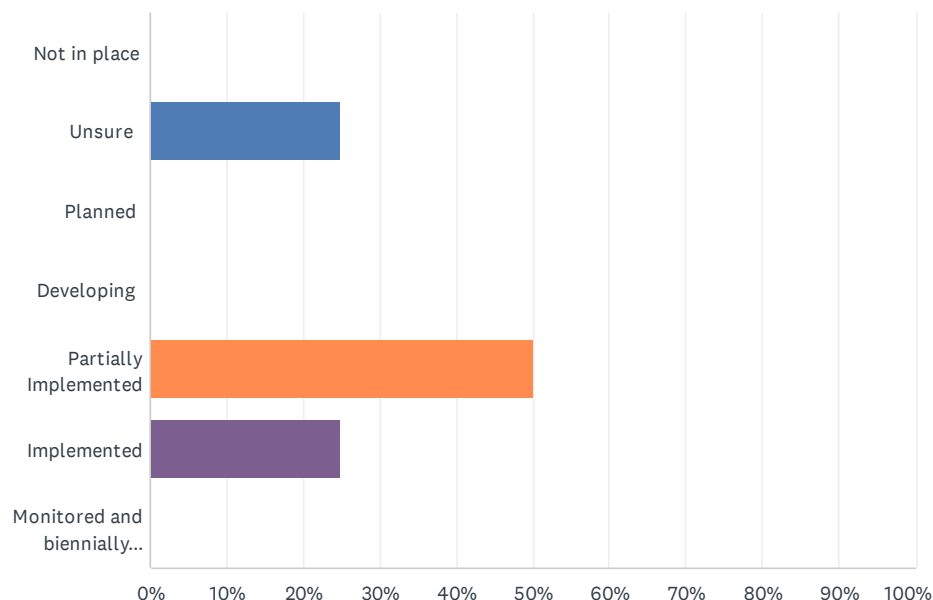
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		75.00%	3
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		25.00%	1
Monitored and biennially reviewed		0.00%	0
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	covered in the criteria for contractual arrangement when engaging the consultant to perform an internal audit for the shire	2/22/2023 10:13 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q58 Is there a process to monitor the Shire's compliance frameworks dealing with relevant external legislation and regulatory requirements?

Answered: 4 Skipped: 0



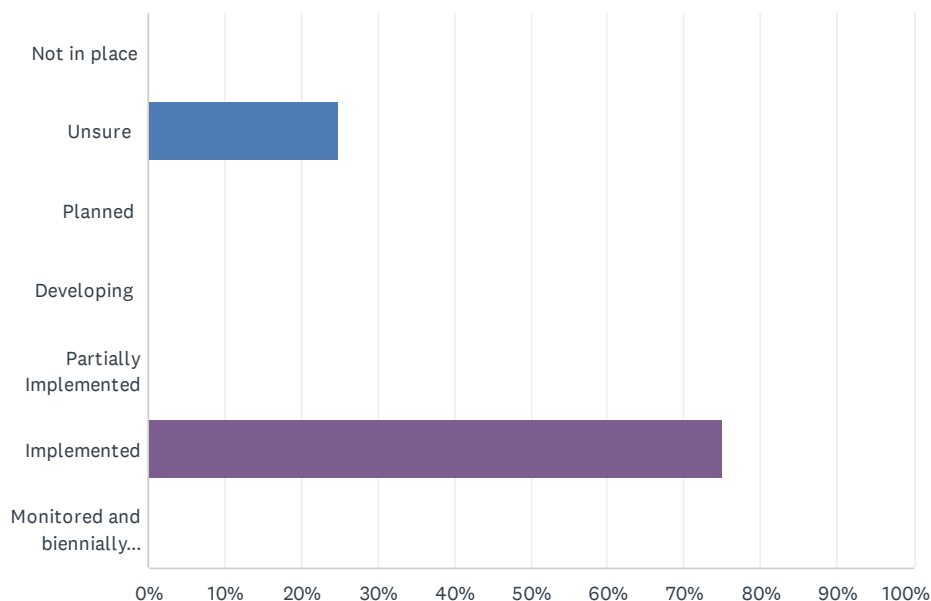
ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		50.00%	2
Implemented		25.00%	1
Monitored and biennially reviewed		0.00%	0
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	Officers reports to committees and council include a legislation & regulatory area to be completed, the compliance audit return is presented to council	2/22/2023 10:13 AM

Internal audit of the Shire of Chapman Valley's risk management, internal control, and legislative compliance, systems and procedures

Q59 Is there a process in place to ensure Audit Committee members are complying with legislative and regulatory requirements imposed on them, including not misusing their position to gain an advantage for themselves or another or to cause detriment to the Shire, and disclosing conflicts of interest?

Answered: 4 Skipped: 0

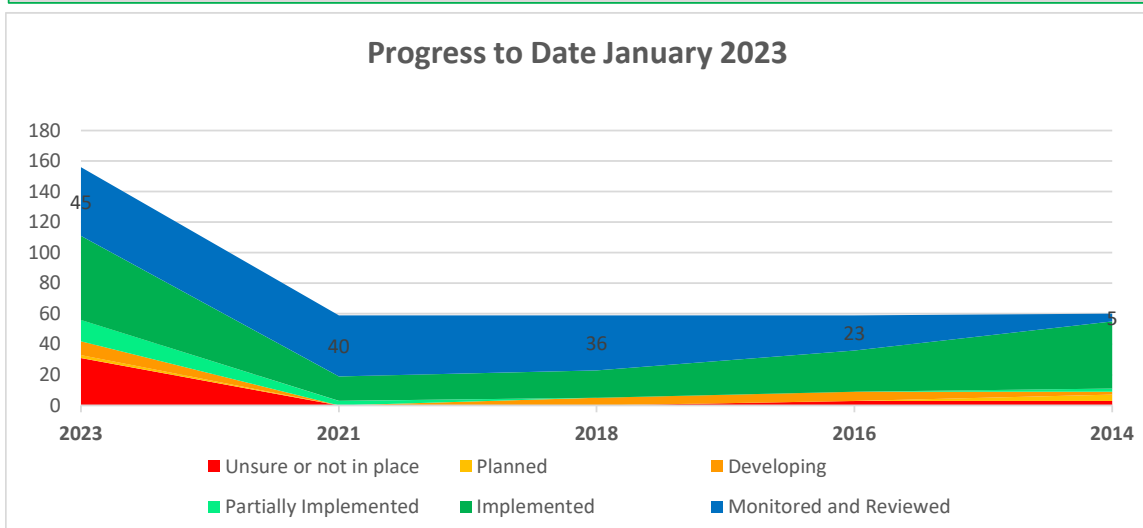
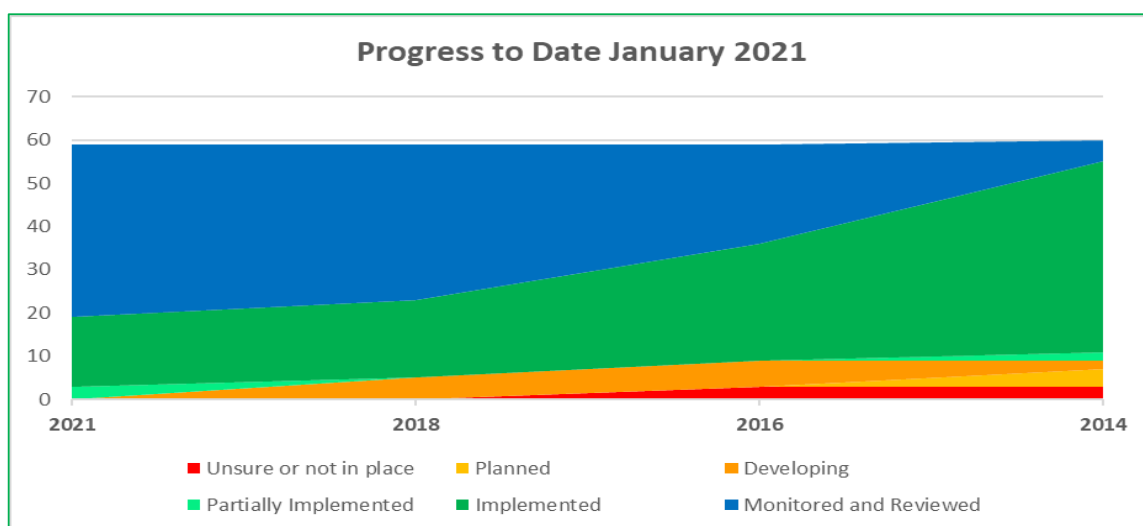


ANSWER CHOICES		RESPONSES	
Not in place		0.00%	0
Unsure		25.00%	1
Planned		0.00%	0
Developing		0.00%	0
Partially Implemented		0.00%	0
Implemented		75.00%	3
Monitored and biennially reviewed		0.00%	0
TOTAL			4

#	OTHER (PLEASE SPECIFY)	DATE
1	councillors code of conduct is available to all elected members and the audit committee purpose is clearly stated when councillors review who will form part of the committee	2/22/2023 10:13 AM

Internal Audit Outcomes

Level of Compliance per criteria	2023	2021	2018	2016	2014
Unsure or not in place	31	0	0	3	3
Planned	2	0	0	0	4
Developing	9	0	5	6	2
Partially Implemented	14	3	0		2
Implemented	55	16	18	27	44
Monitored and Reviewed	45	40	36	23	5
	156	59	59	59	60



	Internal Audit - Addressing WA Local Government (Audit) Regulations 1996				Auditor - Margaret Hemsley Principal Consultant RiskID and LG People		Audit Data Analysed 8th March 2023			Shire Staff Consulted: Manager Finance and Corporate - Dianne Raymond: CEO - Jamie Criddle and 2 Senior Staff respondents. 1 senior staff member did not participate	
Staff Survey Q # below.	The Local Government Act 1995 (the Act) requires that all local governments establish an audit committee. An audit committee plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions. The CEO is required to provide Biennial reviews of the appropriateness and effectiveness of the Shire's systems and procedures in regard to risk management, internal control and legislative compliance to the Audit Committee, who will review this along with the results of the annual CEOs report and Compliance Audit Return. The biennial review will require an internal audit carried out by a person who is not involved in the operational management of the Shire or the functions being audited. Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. This tool has been developed in good faith, addressing Appendix 3 of the Local Government Operational Guidelines - Number 9 - Audit in Local Government. This will assist local governments to assess and report on their internal environment, functions and procedures for inclusion in the CEO biennial review, and to support organisational development and continuous improvement. This tool is to be used in conjunction with Section 7 (Internal Control Framework) of the Western Australian Local Government Accounting Manual which provides guidelines on specific areas of controls to review.										
	1	Risk Management									
	1.1	Risk Management Systems and Processes									
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				Not in place (NIP)	Unsure (U)	Planned (U)	Developing (D)	Partially Implemented (PI)	Implemented (I)	Monitored / Reviewed (MR)	Comments
Q1	1.1.1	Does the Shire have a Risk Management Policy, with formal risk appetite and tolerance levels included?			1				3		Annually via policy review; Reviewed annually
Q2	1.1.2	Does the Shire have an organisational wide risk management framework in place?			1		1		1	1	Annually via policy review; Framework in place yet the communication ois lacking (in my opinion)
	1.1.3	Does the Shire have a risk register that is regularly reviewed to ensure that risks are addressed and closed out?			1					1	2 people ticked ôther in survey. Comments: annually reviewed via policy; Risk register (GRIP) is implemented & monitored yet with the addition of a workplace health & safety coordinator their is a crossover of reporting roles (needs clarification)
Q4	1.1.4	Is this policy communicated to all current staff, and included in induction processes?			1		1		1		Risk is embedded in HR induction process
Q5	1.1.5	Has responsibility for risk management been included in the organisational structure with responsibility assigned?			1	1			1	1	Risk is embedded within each position description; Risk assigned to CEO as per Risk Mgt Policy
Q6	1.1.6	Are strategic risks considered, evaluated and reviewed in annual planning processes?						1	1	2	Risk is embedded in agenda template for consideration
Q7	1.1.7	Are material operating risks appropriately considered in the Shire?			1			1	1	1	Covid, IT etc; Material risk is responsibility of each senior staff in their own areas (could be better managed & documented in my opinion)
Q8	1.1.8	Does risk management form part of the Council agenda item requirements?							3	1	Risk matrix
Q9	1.1.9	Is risk management an agenda item at staff or stakeholder meetings?								4	Risk matrix; Embedded in agendas for all meetings
Q10	1.1.10	Is risk management a key performance indicator on all senior management position descriptions?			1		1		2		Risk is embedded in the postion description yet not measured
Q11	1.1.11	Does the Shire have a regular risk identification, review and reporting process overseen by senior management?						1	2		Embedded in the agenda for Projects/Exec meetings
Q12	1.1.12	Does the Shire have a business continuity plan?							3	1	There are no comments, but evidence of a BCP in place
Q13	1.1.13	Is the Business Continuity Plan tested from time to time?			1		1		1	1	BCP has been tested over last few years
Q14	1.1.14	Does the Shire have a disaster recovery plan?							2	2	There are no comments, but evidence of a disaster recovery plan in place
Q15	1.1.15	Is the Disaster Recovery Plan tested from time to time?				1			3	1	Only in relation to IT at this stage; Disaster recovery in place and tested during TC
	1.2	Determining and Managing Material Operating Risks									
Q16	1.2.1	Does the Shire have a system or processes to ensure compliance with Legislation, Regulations. Standards and Shire Policies?			1				3		Dates to Remember' is included in the CEO Staff Information Report yet accurate review of compliance cannot be evaluated
Q17	1.2.2	Does the Shire have a process to address accounting judgements or estimates that prove to be wrong?		1					2	1	Monthly financial reporting is reviewed by MFCS & Financial Services Officer
Q18	1.2.3	Does the Shire have a formal process to deal with claims and litigations?						1	2	1	LGIS insurance and a complaints register
Q19	1.2.4	Is there a process in place to identify misconduct, fraud or theft risks that includes monitoring, review and a treatment plan should they eventuate?							3	1	Segragation of duties, complaints register, public interest disclosure officer
Q20	1.2.5	Does the Shire have systems and processes to prevent or uncover misconduct, fraud and theft?							3	1	Segregation of duties, 2 factor authorisations, financial reporting review monthly including bank reconciliations; code of conduct identifies misconduct and unlawful behaviours
Q21	1.2.6	Does the Shire have systems in place to address Workplace Health and Safety risks?						1	2	1	WHS Coordinator employed; Skyetrust is being implemented for all WHS and is the process of being set up and rolled out to employees
Q22	1.2.7	Does the Shire have systems in place to address environmental risks?			1		1		2		Individual officers responsible, policies and procedures, issues are address as they come to be known
Q23	1.2.8	Does the Shire have systems and processes in place to address business risks?					1	1	1	1	Projects/Exec meetings
Q24	1.2.9	Does the Shire have a process to manage insurable risks and ensure the adequacy of insurance?			1				2	1	Regional Risk coordinator & Account manager; LGIS insurance, MFCS and CEO to review annually
Q25	1.2.10	Does the Shire have formal processes to review the effectiveness of the internal control systems with management, internal and external auditors?			1				2	2	Annual & interim audits OAG, Financial Managment Reviews, monthly reviews of all financial sub sidiary ledgers & audit trails are signed off
Q26	1.2.11	Does management have controls in place for unusual types to transactions or transactions that may carry more than acceptable degrees of risk?					1		2	1	Procurement policy and internal purchasing procedures, accounting software for purchasing, regular review of bank transactions
Q27	1.2.12	Does the Shire have a formal tenders and procurement system and process in place with a focus on probity and transparency of policies and procedures?							2	2	WALGA process in place for all tenders and also used for e-quotes of preferred suppliers list
Q28	1.2.13	Does the Shire have a process / checklist approach to ensure the tenders and procurements policies and processes are being applied at all times?							2	2	Corporate Management Procedure for Purchasing, purchase order quotes attached electronically in software, purchasing module linked to budget values and flags for overspend. CEO authorisation required for tenders
	2	Internal Control									

<p>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.</p> <p>An effective and transparent internal control environment is built on the following key areas:</p> <ul style="list-style-type: none"> ■ integrity and ethics. ■ policies and delegated authority. ■ levels of responsibilities and authorities. ■ audit practices. ■ information system access and security. ■ management operating style. ■ human resource management and practices. <p>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.</p>			Not in Place (NIP)	Unsure or not in place (U)	Planned (U)	Developing (D)	Partially Implemented (PI)	Implemented (I)	Monitored / Reviewed (MR)	Comments
Q29	2.1	Does the Shire have a formal delegation of authority system and process?						2	2	Delegations Register is documented and reviewed
Q30	2.2	Does the Shire have documented policies and procedures?						2	2	Corporate Policies and Corporate Management Procedures are documented and reviewed
Q31	2.3	Is there an effective process in place for policy and procedure reviews?						2	2	All Policies, Procedures and Guidelines are reviewed annually and presented by CEO to councillors at an ordinary meeting of council
Q32	2.4	Are all Shire staff qualified and trained in the areas of their principal responsibility?		1				2	1	A training matrix is available in excel and we are moving to have this in the new WHS Skytrust system
Q33	2.5	Are there controls on all formal systems and processes?		1				2	1	Process/procedure in place with audit trails produced by officers and reviewed by MFCS across financial areas Shire asset management is lacking, registers and controls need improving
Q34	2.6	Are regular internal audits carried out?					1	2	1	Internal audits to the extent financial systems are reviewed yet not formally or regular
Q35	2.7	Are risk identification and assessments activities documented?				1	2	1		Risk is identified as individual officers responsibility yet not documented and perhaps not as they should from the Risk mgt Policy & Framework - i dont believe all senior staff are across this area
Q36	2.8	Does the Shire have regular liaison with the Shire Auditors?						3	1	CEO, MFCS & Financial Services Office have regular contact with OAG auditors, yet other senior staff do not
Q37	2.9	Does the Shire have regular liaison with legal advisors?				1		3		LGIS insurance team, other legal firms if required
Q38	2.1	Is there a process to review the effectiveness of internal controls?		1				3		System audit trails produced regularly for review by MFCS for financial areas
Q39	2.11	Is there a process for ensuring separation of roles and functions in processing and authorisation?					1	1	1	Position descriptions assist with separation, banking restrictions, 2 person authorisations
Q40	2.12	Is there a process in place for control of approval of documents, letters and financial records?						3	1	CEO & Senior Staff authorise documents, financial records are authorised/reviewed by 2 senior staff
Q41	2.13	Is there a process for comparison of internal data with other external sources of information?		2			1	1		information is supplied through WALGA/Department emails which are registered in the record manangement system
Q42	2.14	Is direct physical access to assets and records limited?	1				1	2		An area flagged in the Financial Management Review - shire assets are not restricted to those only authorised for use. Reviews need to take place of key access, security to admin building, fleet & other shire assets
Q43	2.15	Are controls in place relating to computer applications and information system standards?						4		An area flagged in the Financial Management Review - staff are not adhering to IT Policy with passwords being available & officers computers not being locked when away from their workstations
Q44	2.16	Is access limited to make changes in data files and systems?					1	2	1	Files & folders restricted, software applications restricted
Q45	2.17	Is there regular maintenance and review of financial control accounts and trial balances?		1				1	2	Monthly review of reconciliations, financial reports presented to council, credit card statements presented to council etc
Q46	2.18	Is there a process for regular comparison and analysis of financial results with budgeted amounts						2	2	Monthly financial reports are compared to previous periods
Q47	2.19	Is there a process to review the arithmetical accuracy and content of records?		2				2	1	Monthly financials review has checking sheets & is reviewed against budgets, annual budget review process
Q48	2.2	Is there a process to review and report on approval of financial payments and reconciliations?		1				2	1	Monthly list of accounts is presented to council with finance reports
Q49	2.21	Is there a process to compare the result of physical cash and inventory counts with accounting records?		2				1	1	Procedures in place for 2 person cash checks and reviews done on an ad hoc basis. Stock and Fuel is reviewed monthly.
3	Legislative Compliance									
<p>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 the following that should be audited.</p>			Not in place (NIP)	Unsure or not in place (U)	Planned (U)	Developing (D)	Partially Implemented (PI)	Implemented (I)	Monitored / Reviewed (MR)	Comments

Q50	3.1	Is there a process in place for monitoring compliance with legislation and regulations?		1			1	1	1	Use of the 'dates to remember' calendar, annual compliance audit return, access to Governance officers at WALGA
Q51	3.2	Is there a process in place to review the annual Compliance Audit Return and report to Council the results of that review?		1				2	1	CAR completed and considered at Finance, Audit & Risk Management committee meeting then presented to next ordinary council meeting
Q52	3.3	Is there a process for the audit committee to stay informed on how management is monitoring the effectiveness of its compliance and making recommendations for change as necessary?		1				2	1	Finance, Audit & Risk Management Committee are presented with items for consideration or information and meet with auditors twice per year
Q53	3.4	Does the Shire have procedures for it to receive, retain and treat complaints, including confidential and anonymous employee complaints?						2	2	Policy & Procedure in place, PID officer, complaints register
Q54	3.5	Is there a process that gives the Audit Committee assurance that adverse trends are identified and reviews management's plans to deal with these?		1				1	1	Finance, Audit & Risk Management Committee meet with auditors twice per year to discuss directly with OAG any adverse trends or issues
Q55	3.6	Is there a process to for the Audit committee to review management disclosures in financial reports of the effect of significant compliance issues?		3					1	FARM committee meetings discuss all items which are reported with a comment from officers; matters of significance are highlighted from audits and reviews
Q56	3.7	Is there a process to review 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		2				1	1	Office of auditor general engagement letters outline the scope & responsibilities, audit strategy presents audit risks and focus areas
Q57	3.8	Is there a process to determine the internal auditor's role in assessing compliance and ethics risks in their plan?		3					1	Covered in the criteria for contractual arrangement when engaging the consultant to perform an internal audit for the shire
Q58	3.9	Is there a process to monitor the Shire's compliance frameworks dealing with relevant external legislation and regulatory requirements?		1			2	1		Officers reports to committees and council include a legislation & regulatory area to be completed, the compliance audit return is presented to council
Q59	3.1	Is there a process in place to ensure Audit Committee members are complying with legislative and regulatory requirements imposed on them, including not misusing their position to gain an advantage for themselves or another or to cause detriment to the Shire, and disclosing conflicts of interest?		1				3		Officers reports to committees and council include a legislation & regulatory area to be completed, the compliance audit return is presented to council

	Internal Audit - Addressing WA Local Government (Audit) Regulations 1996	Auditor - Margaret Hemsley Principal Consultant RiskID and LG People			Audit Date:18/01/2021	Shire Staff Consulted: Manager Finance and Corporate - Dianne Raymond: CEO - Maurice Battilana		
	The Local Government Act 1995 (the Act) requires that all local governments establish an audit committee. An audit committee plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk							
1	Risk Management							
1.1	Risk Management Systems and Processes							
	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	Unsure or not in place (U)	Planned (U)	Developing (D)	Partially Implemented (PI)	Implemented (I)	Monitored / Reviewed (MR)	Comments
1.1.1	Does the Shire have a Risk Management Policy, with formal risk appetite and tolerance levels included?						MR	Risk management policy that includes risk appetite and tolerance levels is in place and reviewed annually .
1.1.2	Does the Shire have an organisational wide risk management framework in place?				PI			There is a risk management framework in place and has been communicated to Council. The framework and its relevance has been communicated to senior staff in relation to their own working environment. The communication of this framework has not yet been generally communicatioed to fron line staff. The d evelopment and implementation of a Risk Management Communication Plan for all current and future staff is in progress, and will be a formal part of the Staff and Councillor induction process
1.1.3	Does the Shire have a risk register that is regularly reviewed to ensure that risks are addressed and closed out?					I		Improvement has been made with the development of a risk management tracker tool (GRIP Action Register) provided by Local Government Insurances Services (LGIS) now providing an effective register and reporting tool with 3 monthly reports distributed across the organisation at appropriate meetings, and a copy is available in the depot.
1.1.4	Is this policy communicated to all current staff, and included in induction processes?				PI			The policy has been communicated to the Council and Senior Management, it has not been fully communicated across the Organisation as per the Risk Management Policy requires. The Shire will ensure all new and existing staff and Councillors are 'trained' in risk management as per communication and consultation section of the Shire's policy (Page 8)With the simple Communication Plan being developed and implemented that relates to relevant areas of risk identification in strategy and operations in place, it will be easier to ensure it is communicated at all levels . This will be provided to to all current staff and Councillors with a simple induction process that will assist them to understand their role in risk management and reporting. It will then form part of the formal induction processes for the new Councillors, staff and contractors.
1.1.5	Has responsibility for risk management been included in the organisational structure with responsibility assigned?						MR	Assigned to the CEO with the risk management committee as outlined in the Risk Management Policy.
1.1.6	Are strategic risks considered, evaluated and reviewed in annual planning processes?						MR	Risk tolerant levels embedded into agendas for use of risk identification and evaluation process for councillors and executive staff decision making
1.1.7	Are material operating risks appropriately considered in the Shire?					I		CEO and Executives responsible for their areas
1.1.8	Does risk management form part of the Council agenda item requirements?					I		Risk Management is embedded into the Council agenda template with reference to the tolerance levels as approved in the Shires Risk Managment Policy
1.1.9	Is risk management an agenda item at staff or stakeholder meetings?					I		Risk Management is embedded in agendas for Executive meetings, Council / Committee and Working Group meetings and Toolbox Meetings
1.1.10	Is risk management a key performance indicator on all senior management position descriptions?					I		Risk Policies/Procedures/Guidelines are communicated to Senior Staff. It is not a measurable KPI, but responsibility for risk management is added to all senior staff position descriptions.
1.1.11	Does the Shire have a regular risk identification, review and reporting process overseen by senior management?						MR	Risk Management is embedded into Executive meeting agendas for reporting and discussion of reporting strategic risks
1.1.12	Does the Shire have a business continuity plan?					I		In place with ongoing review and development. Due to Covid 19 interruptions the next review will be in 2021 - 22
1.1.13	Is the Business Continuity Plan tested from time to time?					I		IT Business Continuity has been tested successfully. Added pandemic response guide as an appendix. Improvement to records management plan and storage, update the Business Continuity Plan to include the improved internet and Cloud Based environment - add contacts etc.
1.1.14	Does the Shire have a disaster recovery plan?					I		LEMC, IT and Coronation Beach Evacuation Plan in place. Regional LEMA for CGG, CV and Northampton completion expected by 30th June
1.1.15	Is the Disaster Recovery Plan tested from time to time?					I		Yes - Timeframes for testing the plan will be dependent on Covid 19 restrictions
1.2	Determining and Managing Material Operating Risks							
1.2.1	Does the Shire have a system or processes to ensure compliance with Legislation, Regulations. Standards and Shire Policies?						MR	Monthly review of 'Dates to Remember' and included in the Staff Information Report agenda
1.2.2	Does the Shire have a process to address accounting judgements or estimates that prove to be wrong?						MR	Finances reviewed monthly and appropriate adjustments made as required
1.2.3	Does the Shire have a formal process to deal with claims and litigations?					I		LGIS provide services and advice, there is a Complaints Register in place and legal advice is sought as appropriate from relevant industry based legal services .
1.2.4	Is there a process in place to identify misconduct, fraud or theft risks that includes monitoring, review and a treatment plan should they eventuate?						MR	Segregation of duties, complaints register, regular financial reviews and PIDs Officer in place.
1.2.5	Does the Shire have systems and processes to prevent or uncover misconduct, fraud and theft?						MR	Monthly review of accounts and bank statements and code of conduct requirements.
1.2.6	Does the Shire have systems in place to address Occupational Safety and Health risks?						MR	Well developed OSH systems and processes including the GRIPA Action Register for monitoring and reporting internal audit, financial or OSH risks
1.2.7	Does the Shire have systems in place to address environmental risks?						MR	Appropriately skilled officers, policies and processes in place to monitor environment and address issues arising
1.2.8	Does the Shire have systems and processes in place to address business risks?						MR	Regular CEO and Executive meetings, identified business risks discussed, managed and monitored. External person with appropriate skills and knowledge appointed to FA&RM

1.2.9	Does the Shire have a process to manage insurable risks and ensure the adequacy of insurance?						MR	LGIS, CEO and MFCS review insurance requirement annually
1.2.10	Does the Shire have formal processes to review the effectiveness of the internal control systems with management, internal and external auditors?						MR	Annual audits carried out with outcomes reviewed and appropriate improvements made. Monthly reviews carried out in the financial area.
1.2.11	Does management have controls in place for unusual types to transactions or transactions that may carry more than acceptable degrees of risk?						MR	Procurement policies and stringent processes in place with CEO and Executive oversight (e.g. electronic Purchase Order linked to budget allocations).
1.2.12	Does the Shire have a formal tenders and procurement system and process in place with a focus on probity and transparency of policies and procedures?						MR	Policies, Procedures and Guideline reviewed annually. WALGA process and policies are used for tenders and procurement (e Tender / e Quotes) process monitored through checks and balances in the procurement system.
1.2.13	Does the Shire have a process / checklist approach to ensure the tenders and procurements policies and processes are being applied at all times?					I		Stringent process for procurement includes Corporate Management procedure, tender process / three quote process as applicable, electronic Purchase Orders linked to budget limits for users and line items. CEO has final sign off and Accounts Payable Officer matches invoice to purchase orders and reconciles statements.
2	Internal Control							
	<p>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.</p> <p>An effective and transparent internal control environment is built on the following key areas:</p> <ul style="list-style-type: none"> ■ integrity and ethics. ■ policies and delegated authority. ■ levels of responsibilities and authorities. ■ audit practices. ■ information system access and security. ■ management operating style. ■ human resource management and practices. <p>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.</p>	Unsure or not in place (U)	Planned (U)	Developing (D)		Implemented (I)	Monitored / Reviewed (MR)	
2.1	Does the Shire have a formal delegation of authority system and process?						MR	Documented and formally reviewed annually
2.2	Does the Shire have documented policies and procedures?						MR	In place and regularly reviewed with improvements made through segregation of responsibility
2.3	Is there an effective process in place for policy and procedure reviews?						MR	Formally reviewed annually by Council and Executives
2.4	Are all Shire staff qualified and trained in the areas of their principal responsibility?						MR	Training matrix in place and reviewed, recruitment process includes review of position and position descriptions for replacement of vacant position
2.5	Are there controls on all formal systems and processes?						MR	In place and audit trails monitored
2.6	Are regular internal audits carried out?						MR	Informally reviewed annually and adhoc, with formal external audit process every two years. (Covid 19 delayed 2020)
2.7	Are risk identification and assessments activities documented?				PI			Risk identification and assessment activities are in place but not yet fully following the processes as outlined in the Shire's risk management policy; developing strategies to communicate to all staff
2.8	Does the Shire have regular liaison with the Shire Auditors?						MR	Yes
2.9	Does the Shire have regular liaison with legal advisors?						MR	Yes
2.1	Is there a process to review the effectiveness of internal controls?						MR	There are checks in place in Shire systems
2.11	Is there a process for ensuring separation of roles and functions in processing and authorisation?						MR	Procedures in place with appropriate cross checks
2.12	Is there a process in place for control of approval of documents, letters and financial records?						MR	Only CEO and Senior Management can sign off on documents. CEO monitoring of all outgoing correspondence
2.13	Is there a process for comparison of internal data with other external sources of information?						MR	Procedures in place with ongoing development of checks and balances.
2.14	Is direct physical access to assets and records limited?					I		Restricted by location and key access to those areas. Consider access register or Q code or app with monitoring
2.15.	Are controls in place relating to computer applications and information system standards?						MR	Controlled environment in place with access allocation and increased security with cloud based information standards
2.16	Is access limited to make changes in data files and systems?						MR	Controlled environment in place staff have unique passwords, certain areas are locked down. Access is monitored and reported by external IT service providers.
2.17	Is there regular maintenance and review of financial control accounts and trial balances?						MR	Monthly reconciliation and review by CEO, Manager Finance and Corporate Services and Council and external consultants when required.
2.18	Is there a process to regularly comparison and analysis of financial results with budgeted amounts?						MR	Monthly financial reports are reviewed against budget
2.19	Is there a process to review the arithmetical accuracy and content of records?						MR	Robust annual budget review
2.2	Is there a process to review and report on approval of financial payments and reconciliations?						MR	Monthly financial management reports to Council including detailed list of accounts paid. Also FA@RM Committee oversight with external member on committee
2.21	Is there a process to compare the result of physical cash and inventory counts with accounting records?						MR	Procedures in place with ado checks with the ability to do further checks if indicated or necessary
3	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 the following that should be audited.	Unsure or not in place (U)	Planned (U)	Developing (D)		Implemented (I)	Monitored / Reviewed (MR)	Comments
3.1	Is there a process in place for monitoring compliance with legislation and regulations?						MR	Monthly review of 'Dates to Remember', annual Compliance Audit Return, online internet access to updated legislation on the Dept. Justice website.

3.2	Is there a process in place to review the annual Compliance Audit Return and report to Council the results of that review?						MR	Annual Review undertaken and presented to the Finance, Audit & Risk Management Committee and Council
3.3	Is there a process for the audit committee to stay informed on how management is monitoring the effectiveness of its compliance and making recommendations for change as necessary?						MR	Annual item on Audit Committee Agenda and the CAR being considered by the Finance, Audit & Risk Management Committee and Council.
3.4	Does the Shire have procedures for it to receive, retain and treat complaints, including confidential and anonymous employee complaints?					I		PIDS Officer and grievance management processes in place. Register in place and complaints reported on Website .
3.5	Is there a process that gives the Audit Committee assurance that adverse trends are identified and reviews management's plans to deal with these?						MR	Bi-Annual item to the Finance, Audit and Risk Committee with adhoc periodical reviews as necessary through the year and direct discussion between the Auditors and Council/Committee at least annually.
3.6	Is there a process to for the Audit committee to review management disclosures in financial reports of the effect of significant compliance issues?						MR	Meeting of the F&ARM meeting; external audits and monthly management reports.
3.7	Is there a process to review 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?					I		Previously part of the Tender specifications which the contract is developed & finalised with the Auditors; Amendment to the LGA to enable the Office of Auditor General audit councils will require rigorous process in this area
3.8	Is there a process to determine the internal auditor's role in assessing compliance and ethics risks in their plan?					I		This forms part of the specifications upon which the contract is developed and finalised with the Internal Auditor
3.9	Is there a process to monitor the Shire's compliance frameworks dealing with relevant external legislation and regulatory requirements?						MR	Compliance audit return monitored by Council and Executive and is reported in the Annual Report. All Staff Reports presented to Council & Committees refer to the "Statutory Implications"
3.1	Is there a process in place to ensure Audit Committee members are complying with legislative and regulatory requirements imposed on them, including not misusing their position to gain an advantage for themselves or another or to cause detriment to the Shire, and disclosing conflicts of interest?						MR	Elected Members are informed of responsibilities, have a copy of the Code of Conduct, have training offered with a high level of uptake and outcomes recorded and reported.

Internal Audit - Addressing WA Local Government (Audit) Regulations 1996			Auditor - Margaret Hemsley Principal Consultant RiskID and LG People		Audit Date: 7/11/2018		Shire Staff Consulted: Manager Finance and Corporate - Dianne Raymond: Governance and CEO Executive Officer - Karen McKay: CEO - Maurice Battilana	
The Local Government Act 1995 (the Act) requires that all local governments establish an audit committee. An audit committee plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions . The CEO is required to provide Biennial reviews of the appropriateness and effectiveness of the Shire's systems and procedures in regard to risk management, internal control and legislative compliance to the Audit Committee, who will review this along with the results of the annual CEOs report and Compliance Audit Return. The biennial review will require an internal audit carried out by a person who is not involved in the operational management of the Shire or the functions being audited. Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. This tool has been developed in good faith, addressing Appendix 3 of the Local Government Operational Guidelines - Number 9 - Audit in Local Government. This will assist local governments to assess and report on their internal environment, functions and procedures for inclusion in the CEO biennial review, and to support organisational development and continuous improvement. This tool is to be used in conjunction with Section 7 (Internal Control Framework) of the Western Australian Local Government Accounting Manual which provides guidelines on specific areas of controls to review.								
Risk Management								
Risk Management Systems and Processes								
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			Unsure or not in place (U)	Planned (U)	Developing (D)	Implemented (I)	Monitored / Reviewed (MR)	Comments
Does the Shire have a Risk Management Policy, with formal risk appetite and tolerance levels included?							MR	In place with risk appetite and tolerance levels included.
Does the Shire have an organisational wide risk management framework in place?					D			There is a risk management framework in place and has been communicated to Council. Improvement is required in communication of the framework and its relevance to general and senior staff in relation to their own working environment. This will be achieved through the development and implementation of a Risk Management Employee Induction Manual that is communicated to current and future staff.
Does the Shire have a risk register that is regularly reviewed to ensure that risks are addressed and closed out?					D			Improvement has been made with the development of a risk management tracker tool (GRIP Action Register) provided by Local Government Insurances Services (LGIS) however reporting document function needs further development.
Is this policy communicated to all current staff, and included in induction processes?					D			While it has been communicated to the Council and Senior Management, it has not been fully communicated across the Organisation as per the Risk Management Policy. The Shire must ensure all staff are fully informed of risk management processes and procedures.
Has responsibility for risk management been included in the organisational structure with responsibility assigned?							MR	Assigned to the CEO with the risk management committee as outlined in the Risk Management Policy.
Are strategic risks considered, evaluated and reviewed in annual planning processes?							MR	Risk tolerant levels embedded into agendas for use of risk identification and evaluation process for councillors and executive staff decision making
Are material operating risks appropriately considered in the Shire?						I		CEO and Executives responsible for their areas
Does risk management form part of the Council agenda item requirements?						I		Risk Management is embedded into the Council agenda template with reference to the tolerance levels as approved in the Shires Risk Management Policy
Is risk management an agenda item at staff or stakeholder meetings?						I		Risk Management is embedded in agendas for Executive meetings, Council / Committee and Working Group meetings and Toolbox Meetings
Is risk management a key performance indicator on all senior management position descriptions?					D			Risk Policies/Procedures/Guidelines are communicated to Senior Staff however is not a measurable KPI. An improvement would be to add a risk
Does the Shire have a regular risk identification, review and reporting process overseen by senior management?							MR	Risk Management is embedded into Executive meeting agendas for reporting and discussion of reporting strategic risks
Does the Shire have a business continuity plan?						I		In place with ongoing development.
Is the Business Continuity Plan tested from time to time?						I		IT Business Continuity has been tested successfully. Consider Improvement to records storage, update the Business Continuity Plan to include the
Does the Shire have a disaster recovery plan?						I		LEMAR, IT and Coronation Beach Evacuation
Is the Disaster Recovery Plan tested from time to time?						I		Yes
Determining and Managing Material Operating Risks								
Does the Shire have a system or processes to ensure compliance with Legislation, regulations. Standards and Shire Policies?							MR	Monthly review of 'Dates to Remember' and included in the Staff Information Report agenda
Does the Shire have a process to address accounting judgements or estimates that prove to be wrong?							MR	Finances reviewed monthly and appropriate adjustments made as required
Does the Shire have a formal process to deal with claims and litigations?						I		LGIS, Complaints Register
Is there a process in place to identify misconduct, fraud or theft risks that includes monitoring, review and a treatment plan should they eventuate?							MR	Segregation of duties, complaints register, regular financial reviews and PIDs Officer in place.
Does the Shire have systems and processes to prevent or uncover misconduct, fraud and theft?							MR	Monthly review of accounts and bank statements and code of conduct requirements.
Does the Shire have systems in place to address Occupational Safety and Health risks?						I		Well developed OSH systems and processes including the GRIPA action register for monitoring. Some issues with reporting due to issues with the
Does the Shire have systems in place to address environmental risks?						I		Appropriate officers, policies and processes in place to monitor environment and address issues arising
Does the Shire have systems and processes in place to address business risks?						I		Regular CEO and Executive meetings, identified business risks discussed, managed and monitored.
Does the Shire have a process to manage insurable risks and ensure the adequacy of insurance?							MR	LGIS, CEO and MFCS review insurance requirement annually
Does the Shire have formal processes to review the effectiveness of the internal control systems with management, internal and external auditors?							MR	Annual audits carried out with outcomes reviewed and appropriate improvements made. Monthly reviews carried out in the financial area.
Does management have controls in place for unusual types to transactions or transactions that may carry more than acceptable degrees of risk?							MR	Procurement policies and stringent processes in place with CEO and Executive oversight (e.g. electronic Purchase Order linked to budget allocations).
Does the Shire have a formal tenders and procurement system and process in place with a focus on probity and transparency of policies and procedures?						I		Policies, Procedures and Guideline reviewed annually. WALGA process and policies are used for Tenders and procurment (e Tender / e Quotes)
Does the Shire have a process / checklist approach to ensure the tenders and procurements policies and processes are being applied at all times?						I		Stringent process for procurement includes Corporate Management procedure, tender process / three quote process as applicable, electronic Purchase Orders linked to budget limits for users and line items. CEO has final sign off and Accounts Payable Officer matches invoice to purchase orders and reconciles statements.

Internal Control						
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: <ul style="list-style-type: none">■ integrity and ethics.■ policies and delegated authority.■ levels of responsibilities and authorities.■ audit practices.■ information system access and security.■ management operating style.■ 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.	Unsure or not in place (U)	Planned (U)	Developing (D)	Implemented (I)	Monitored / Reviewed (MR)	
Does the Shire have a formal delegation of authority system and process?					MR	Documented and reviewed
Does the Shire have documented policies and procedures?					MR	In place and regularly reviewed with improvements made with segregation of responsibility
Is there an effective process in place for policy and procedure reviews?					MR	Formally reviewed annually by Council and Executives
Are all Shire staff qualified and trained in the areas of their principal responsibility?					MR	Training matrix in place and reviewed, recruitment process includes review of position and position descriptions for replacement of vacant position
Are there controls on all formal systems and processes?					MR	In place and audit trails monitored
Are regular internal audits carried out?					MR	Reviewed annually and adhoc
Are risk identification and assessments activities documented?			D			Risk identification and assessment activities are in place but not yet fully following the processes as outlined in the Shire's risk management policy; developing strategies to communicate to all staff
Does the Shire have regular liaison with the Shire Auditors?					MR	Yes
Does the Shire have regular liaison with legal advisors?					MR	Yes
Is there a process to review the effectiveness of internal controls?					MR	There are checks in place in Shire systems
Is there a process for ensuring separation of roles and functions in processing and authorisation?					MR	Procedures in place with appropriate cross checks
Is there a process in place for control of approval of documents, letters and financial records?					MR	Only CEO and Senior Management can sign off on documents. Improvements made with implementation of CEO monitoring of all outgoing
Is there a process for comparison of internal data with other external sources of information?					MR	Procedures in place with ongoing development of checks and balances.
Is direct physical access to assets and records limited?				I		Restricted by location and key access to those areas. Considering register or app for access
Are controls in place relating to computer applications and information system standards?					MR	Controlled environment in place
Is access limited to make changes in data files and systems?				I		Controlled environment in place
Is there regular maintenance and review of financial control accounts and trial balances?					MR	Monthly reconciliation and review by CEO, Manager Finance and Corporate Services and Council and external consultants when required.
Is there a process for regular comparison and analysis of financial results with budgeted amounts?					MR	Monthly financial reports reviewed against budget
Is there a process to review the arithmetical accuracy and content of records?					MR	Robust annual budget review
Is there a process to review and report on approval of financial payments and reconciliations?					MR	Monthly financial management reports to Council including detailed list of accounts paid
Is there a process to compare the result of physical cash and inventory counts with accounting records?					MR	Procedures in place with adhoc checks with the ability to do further checks
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 the following that should be audited.	Unsure or not in place (U)	Planned (U)	Developing (D)	Implemented (I)	Monitored / Reviewed (MR)	Comments
Is there a process in place for monitoring compliance with legislation and regulations?					MR	Monthly review of Dates to Remember, annual Compliance Audit Return, online internet access to updated legislation on the Dept. Justice website.
Is there a process in place to review the annual Compliance Audit Return and report to Council the results of that review?					MR	Annual Review undertaken and presented to the Finance, Audit & Risk Management Committee and Council
Is there a process for the audit committee to stay informed on how management is monitoring the effectiveness of its compliance and making recommendations for change as necessary?					MR	Annual item on Audit Committee Agenda and the CAR being considered by the Finance, Audit & Risk Management Committee and Council.
Does the Shire have procedures for it to receive, retain and treat complaints, including confidential and anonymous employee complaints?				I		PIDS Officer and grievance management process in place.
Is there a process that gives the Audit Committee assurance that adverse trends are identified and reviews management's plans to deal with these?					MR	Bi-Annual item to the Finance, Audit and Risk Committee with adhoc periodical reviews as necessary through the year and direct discussion between the Auditors and Council/Committee at least annually.
Is there a process to for the Audit committee to review management disclosures in financial reports of the effect of significant compliance issues?					MR	Meeting of the F&AR meeting; external audits and monthly management reports.
Is there a process to review 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?				I		Previously part of the Tender specifications which the contract is developed & finalised with the Auditors;. Amendment to the LGA to enable the Office of Auditor General audit councils with rigorous process in this area
Is there a process to determine the internal auditor's role in assessing compliance and ethics risks in their plan?				I		This forms part of the specifications upon which the contract is developed and finalised with the Internal Auditor
Is there a process to monitor the Shire's compliance frameworks dealing with relevant external legislation and regulatory requirements?					MR	Compliance audit return monitored by Council and Executive and is reported in the Annual Report. All Staff Reports presented to Council & Committees refer to the "Statutory Implications"
Is there a process in place to ensure Audit Committee members are complying with legislative and regulatory requirements imposed on them, including not misusing their position to gain an advantage for themselves or another or to cause detriment to the Shire, and disclosing conflicts of interest?					MR	Elected Members are informed of responsibilities, have a copy of the Code of Conduct, have training offered with a moderate level of uptake
Total Audit Score Legislative Compliance	0	0	0	3(30%)	7 (70%)	

Internal Audit - Addressing WA Local Government (Audit) Regulations 1996	Auditor - Margaret Hemsley Principal Consultant RiskID and LG People			Audit Date:29/11/2016		Shire Staff Consulted: Manager Finance and Corporate - Dianne Raymond: Governance and CEO Executive Officer - Karen McKay: CEO - Maurice Battilana	
The Local Government Act 1995 (the Act) requires that all local governments establish an audit committee. An audit committee plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions . The CEO is required to provide Biennial reviews of the appropriateness and effectiveness of the Shire's systems and procedures in regard to risk management, internal control and legislative compliance to the Audit Committee, who will review this along with the results of the annual CEOs report and Compliance Audit Return. The biennial review will require an internal audit carried out by a person who is not involved in the operational management of the Shire or the functions being audited. Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. This tool has been developed in good faith, addressing Appendix 3 of the Local Government Operational Guidelines - Number 9 - Audit in Local Government. This will assist local governments to assess and report on their internal environment, functions and procedures for inclusion in the CEO biennial review, and to support organisational development and continuous improvement. This tool is to be used in conjunction with Section 7 (Internal Control Framework) of the Western Australian Local Government Accounting Manual which provides guidelines on specific areas of controls to review.							
Risk Management							
Risk Management Systems and Processes							
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	Unsure or not in place (U)	Planned (U)	Developing (D)	Implemented (I)	Monitored / Reviewed (MR)	Comments	
Does the Shire have a Risk Management Policy, with formal risk appetite and tolerance levels included?				I		In place with risk appetite and tolerance levels included.	
Does the Shire have an organisational wide risk management framework in place?			D			There is a risk management framework in place but it has not been fully communicated across the Organisation. Am improvement would be to develop Organisational guidelines for risk management and include them in the employment manual / Induction Packs. s.	
Does the Shire have a risk register that is regularly reviewed to ensure that risks are addressed and closed out?				I		Risk Register of Systems and Processes is in place and regularly reviewed to close out those risks. There is also a working OSH issue tracking system An improvement would be to develop a Risk Management Tracker to compliment the OSH	
Is this policy communicated to all current staff, and included in induction processes?			D			CEO and Executive level	
Has responsibility for risk management been included in the organisational structure with responsibility assigned?				I		Assigned to the CEO with the risk management committee embedded in the Executive.	
Are strategic risks considered, evaluated and reviewed in annual planning processes?			D			In some areas but a more routine risk identification process using the Risk Management Policy Tolerance levels would be am improvement to the planning process.	
Are material operating risks appropriately considered in the Shire?				I		CEO and Executives responsible for their areas	
Does risk management form part of the Council agenda item requirements?				I		While this is implemented it could be improved by greater reference to the tolerance levels as approved in the Shires Risk Management Policy	
Is risk management an agenda item at staff or stakeholder meetings?				I		In Executive, Toolbox and Divisional Meetings	
Is risk management a key performance indicator on all senior management position descriptions?			D			While it is an expectation of Senior staff there is not a measurable KPI	
Does the Shire have a regular risk identification, review and reporting process overseen by senior management?				I		Currently somewhat OSH focussed but will be improved by additional reporting and discussion of operational material and Strategic Risks	
Does the Shire have a business continuity plan?				I		In place	
Is the Business Continuity Plan tested from time to time?			D			IT component tested and other tests planned. planned	
Does the Shire have a disaster recovery plan?				I		LEMAC, IT and Coronation Beach Evacuation	
Is the Disaster Recovery Plan tested from time to time?				I		Yes	
Determining and Managing Material Operating Risks							
Does the Shire have a system or processes to ensure compliance with Legislation, regulations. Standards and Shire Policies?					MR	Dates to Remember' process and Staff information	
Does the Shire have a process to address accounting judgements or estimates that prove to be wrong?					MR	Finances reviewed monthly and appropriate adjustments made as required	
Does the Shire have a formal process to deal with claims and litigations?				I		LGIS, Complaints Register	
Is there a process in place to identify misconduct, fraud or theft risks that includes monitoring, review and a treatment plan should they eventuate?					MR	Segregation of duties, complaints register, regular financial reviews and PIIDs Officer in place.	
Does the Shire have systems and processes to prevent or uncover misconduct, fraud and theft?					MR	Monthly review of accounts and bank statements and code of conduct requirements.	
Does the Shire have systems in place to address Occupational Safety and Health risks?				I		Well developed OSH systems and processes	
Does the Shire have systems in place to address environmental risks?				I		Appropriate officers, policies and processes in place to monitor environment and address issues arising	
Does the Shire have systems and processes in place to address business risks?				I		Regular CEO and Executive meetings, identified business risks discussed, managed and monitored.	
Does the Shire have a process to manage insurable risks and ensure the adequacy of insurance?					MR	LGIS and Executive Review Annually	
Does the Shire have formal processes to review the effectiveness of the internal control systems with management, internal and external auditors?					MR	Annual audits carried out with outcomes reviewed and appropriate improvements made. Monthly reviews carried out in the financial area.	
Does management have controls in place for unusual types to transactions or transactions that may carry more than acceptable degrees of risk?					MR	Procurement policies and stringent processes in place with CEO and Executive oversight.	
Does the Shire have a formal tenders and procurement system and process in place with a focus on probity and transparency of policies and procedures?				I		WALGA process and policies used for Tenders (E Tender) and Procurement	
Does the Shire have a process / checklist approach to ensure the tenders and procurements policies and processes are being applied at all times?				I		Stringent process for purchasing including electronic Purchase Orders linked to budget limits of users, formal tender / three quote process as applicable. CEO has final sign off and Creditors Officer reconciles invoices with purchase orders.	

Internal Control						
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: <ul style="list-style-type: none">■ integrity and ethics.■ policies and delegated authority.■ levels of responsibilities and authorities.■ audit practices.■ information system access and security.■ management operating style.■ 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.	Unsure or not in place (U)	Planned (U)	Developing (D)	Implemented (I)	Monitored / Reviewed (MR)	Comments
Does the Shire have a formal delegation of authority system and process?					MR	Documented and reviewed
Does the Shire have documented policies and procedures?					MR	In place and regularly reviewed
Is there an effective process in place for policy and procedure reviews?					MR	Formally reviewed annually by Council and Executives
Are all Shire staff qualified and trained in the areas of their principal responsibility?					MR	Training matrix in place and reviewed regularly
Are there controls on all formal systems and processes?					MR	In place and audit trails monitored
Are regular internal audits carried out?					MR	Annually reviewed
Are risk identification and assessments activities documented?			D			Risk identification and assessment activities are in place but not yet fully following the processes as outlined in the Shire's risk management policy.
Does the Shire have regular liaison with the Shire Auditors?				I		Yes
Does the Shire have regular liaison with legal advisors?				I		Yes
Is there a process to review the effectiveness of internal controls?					MR	There are checks in place in Shire systems
Is there a process for ensuring separation of roles and functions in processing and authorisation?				I		In place
Is there a process in place for control of approval of documents, letters and financial records?				I		Only CEO and Senior officers can sign off on documents
Is there a process for comparison of internal data with other external sources of information?				I		There is ongoing development of checks and balances
Is direct physical access to assets and records limited?				I		Restricted by 'sign in' to these areas
Are controls in place relating to computer applications and information system standards?				I		Controlled environment in place
Is access limited to make changes in data files and systems?				I		Controlled environment in place
Is there regular maintenance and review of financial control accounts and trial balances?					MR	Monthly reconciliation and review by CEO, Manager Finance and Corporate and Council
Is there a process to regularly comparison and analysis of financial results with budgeted amounts?					MR	Monthly budget review
Is there a process to review the arithmetical accuracy and content of records?					MR	Robust annual budget review
Is there a process to review and report on approval of financial payments and reconciliations?					MR	Regular Agenda item for Council
Is there a process to compare the result of physical cash and inventory counts with accounting records?				I		In place

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 the following that should be audited.	Unsure or not in place (U)	Planned (U)	Developing (D)	Implemented (I)	Monitored / Reviewed (MR)	Comments
Is there a process in place for monitoring compliance with legislation and regulations?					MR	Dates to Remember process used
Is there a process in place to review the annual Compliance Audit Return and report to Council the results of that review?					MR	Annual Review and Council Agenda
Is there a process for the audit committee to stay informed on how management is monitoring the effectiveness of its compliance and making recommendations for change as necessary?					MR	Annual item on Audit Committee Agenda
Does the Shire have procedures for it to receive, retain and treat complaints, including confidential and anonymous employee complaints?				I		PIDS Officer and grievance management process in place.
Is there a process that gives the Audit Committee assurance that adverse trends are identified and reviews management's plans to deal with these?				I		Annual item on Audit Committee Agenda
Is there a process to for the Audit committee to review management disclosures in financial reports of the effect of significant compliance issues?	U					
Is there a process to review 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?	U					
Is there a process to determine the internal auditor's role in assessing compliance and ethics risks in their plan?	U					
Is there a process to monitor the Shire's compliance frameworks dealing with relevant external legislation and regulatory requirements?					MR	Compliance audit return monitored by Council and Executive and is reported in the Annual Report
Is there a process in place to ensure Audit Committee members are complying with legislative and regulatory requirements imposed on them, including not misusing their position to gain an advantage for themselves or another or to cause detriment to the Shire, and disclosing conflicts of interest?					MR	Elected Members are informed of responsibilities, have a copy of the Code of Conduct, have training offered with a reasonable level of uptake.

Internal Audit - Addressing WA Local Government (Audit) Regulations 1996		Audit Start Date: 20th November 2014	Auditor : Kristy Williams	Audit End Date: 20th November 2014					
The Local Government Act 1995 (the Act) requires that all local governments establish an audit committee. An audit committee plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions. The CEO is required to provide Biennial reviews of the appropriateness and effectiveness of the Shire's systems and procedures in regard to risk management, internal control and legislative compliance to the Audit Committee, who will review this along with the results of the annual CEOs report and Compliance Audit Return. The biennial review will require an internal audit carried out by a person who is not involved in the operational management of the Shire or the functions being audited. Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. This tool has been developed in good faith, addressing Appendix 3 of the Local Government Operational Guidelines - Number 9 - Audit in Local Government. This will assist local governments to assess and report on their internal environment, functions and procedures for inclusion in the CEO biennial review, and to support organisational development and continuous improvement. This tool is to be used in conjunction with Section 7 (Internal Control Framework) of the Western Australian Local Government Accounting Manual which provides guidelines on specific areas of controls to review.									
Risk Management									
Risk Management Systems and Processes									
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	Unsure	Not in place	Planned	Progressing	Not yet Implemented	Partially Implemented	In place and embedded	Annually reviewed	Comments
Does the Shire have a Risk Management Policy, with formal risk appetite and tolerance levels included?							✓		Adopted June 2014.
Does the Shire have an organisational wide risk management framework in place?							✓		
Does the Shire have a risk register that is regularly reviewed to ensure that risks are addressed and closed out?							✓	✓	Implemented in April 2014 and reviewed every 6 months.
Is this policy communicated to all current staff, and included in induction processes with responsibility assigned?				✓					Council and management staff are aware of the policy. Responsibility has been assigned to management but it has not yet been communicated to remaining staff adequately or included in the induction process.
Are strategic risks considered, evaluated and reviewed in annual planning processes?							✓		This is a process included in the review of Council's strategic plan.
Are material operating risks appropriately considered in the Shire?							✓		
Does risk management form part of the Council agenda item requirements?		✓							To be considered.
Is risk management an agenda item at staff or stakeholder meetings?			✓						Not currently an agenda item, however it is being considered to include at future project management meetings.
Is risk management a key performance indicator on all senior management position descriptions?	✓								To be considered in future position description reviews.
Does the Shire have a regular risk identification, review and reporting process overseen by senior management?				✓					Review and reporting process is in place for existing areas, however there is not a process in place for identifying risks relating to new projects. This is to be considered as part of the project management meetings.
Does the Shire have a business continuity plan?			✓						May 2015 - CEO.
Is the Business Continuity Plan tested from time to time?		✓							Plan is not yet in place to test.
Does the Shire have a disaster recovery plan?							✓		Local Emergency Management Arrangements.
Is the Disaster Recovery Plan tested from time to time?							✓		As an example: Corronation Beach Evacuation Plan.
Determining and Managing Material Operating Risks									
Does the Shire have a system or processes to ensure compliance with Legislation, regulations. Standards and Shire Policies?							✓		A "Dates to Remember" list for all reoccurring legislative and policy requirements.
Does the Shire have a process to address accounting judgements or estimates that prove to be wrong?							✓		This is not formally written however it is addressed as part of the required budget review process.
Does the Shire have a formal process to deal with claims and litigations?		✓							No formal process is in place. The CEO has a delegation to issue infringements and commence any proceedings with budget constraints.
Is there a process in place to identify misconduct, fraud or theft risks that includes monitoring, review and a treatment plan should they eventuate?							✓		Complaints and Grievence Procedure, Sexual Harrassment Policy, Bullying Policy. There is a segregation of accounting procedures to reduce theft risk. Fuel cards and flow meters are used to reduce fuel theft risk. CEO to determine if all vessels used to transport fuel are marked "Shire of Chapman Valley".
Does the Shire have systems and processes to prevent or uncover misconduct, fraud and theft?							✓	✓	This is set out in the risk register as per the template supplied by LGIS.
Does the Shire have systems in place to address Occupational Safety and Health risks?							✓	✓	Service provided by LGIS.
Does the Shire have systems in place to address environmental risks?							✓		Eg: environmental clearances for roadworks plans; bunding around fuel and waste oil; and transfer stations.
Does the Shire have systems and processes in place to address business risks?							✓		Set in the risk register.
Does the Shire have a process to manage insurable risks and ensure the adequacy of insurance?							✓	✓	Set in the risk register and reviewed annually with the insurance review.
Does the Shire have formal processes to review the effectiveness of the internal control systems with management, internal and external auditors?							✓		Regulations require a four-yearly internal audit of financial management procdures . The Audit Committee meets with the external auditor once per year and discusses the audit.
Doxes management have controls in place for unusual types to transactions or transactions that may carry more than acceptable degrees of risk?							✓		This is covered with the procurements policy. The electronic purchase order system also ensures staff do not spend outside the authorised budget.
Does the Shire have a formal tenders and procurement system and process in place with a focus on probity and transparency of policies and procedures?							✓		Procurement Policy is in place and the WALGA tender process is used.

Does the Shire have a process / checklist approach to ensure the tenders and procurements policies and processes are being applied at all times?						✓			Creditors clerk checks purchase orders however a checklist needs to be included with the purchase order to ensure compliance with the the entire procurement policy. Eg if the purchase is for more than \$3,000 purchasing staff should be signing off on getting the requirement number of quotes and reasons for chosing a particular supplier.
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Internal Control

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:

- integrity and ethics.
- policies and delegated authority.
- levels of responsibilities and authorities.
- audit practices.
- information system access and security.
- management operating style.
- 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.

	Unsure	Not in place	Planned	Progressing	Not yet implemented	Partially implemented	In place and embedded	Annually reviewed	Comments
Does the Shire have a formal delegation of authority system and process.						✓			
Does the Shire have documented policies and procedures?						✓	✓		Procedures are not complete for all processes and need to be located in a central place and part of the induction process.
Is there an effective process in place for policy and procedure reviews?				✓		✓			Policy review is formal. Procedure review is less formal, suggest to incorporate as part of annual performance reviews for all staff.
Are all Shire staff qualified and trained in the areas of their principal responsibility?						✓			
Are there controls on all formal systems and processes?						✓			
Are regular internal audits carried out?						✓			
Are risk identification and assessments activities documented?						✓			Carried out by LGIS.
Does the Shire have regular liaison with the Shire Auditors?						✓			
Does the Shire have regular liaison with legal advisors?									Carried out on an as-needs-basis.
Is there a process to review the effectiveness of internal controls?						✓			Four-yearly financial management review.
Is there a process for ensuring separation of roles and functions in processing and authorisation						✓			
Is there a process in place for control of approval of documents, letters and financial records?						✓			Financial reconciliations are signed monthly. Only management sign outgoing correspondence.
Is there a process for comparison of internal data with other external sources of information?						✓			Roads register requires updating and is scheduled to be completed in 2014/15. Land recorded for rating purposes is reconciled to the Valuer General records. More work is required to verify charges for refuse removal with the contractor charges.
Is direct physical access to assets and records limited?						✓			Payroll records are locked. Keys to property are locked and permission is needed to access them.
Are controls in place relating to computer applications and information system standards?						✓			Covered by the IT policies and procedures.
Is access limited to make changes in data files and systems?						✓			Some folders in the shared G drive are limited. Certain modules in Synergy are also limited.
Is there regular maintenance and review of financial control accounts and trial balances?						✓			Reconciliations signed and reviewed on a monthly basis.
Is there a process to regularly comparison and analysis of financial results with budgeted amounts?						✓			
Is there a process to review the arithmetical accuracy and content of records?					✓				Carried out as part of the budget review.
Is there a process to review and report on approval of financial payments and reconciliations?						✓			
Is there a process to compare the result of physical cash and inventory counts with accounting records?						✓			

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 the following that should be audited.

	Unsure	Not in place	Planned	Progressing	Not yet implemented	Partially implemented	In place and embedded	Annually reviewed	Comments
Is there a process in place for monitoring compliance with legislation and regulations?						✓			"Dates to Remember" list and also the statutory section of all agenda items.
Is there a process in place to review the annual Compliance Audit Return and report to Council the results of that review?						✓			
Is there a process for the audit committee to stay informed on how management is monitoring the effectiveness of its compliance and making recommendations for change as necessary?						✓			Audit Committee meetings and discussions with the auditors annually.
Does the Shire have procedures for it to receive, retain and treat complaints, including confidential and anonymous employee complaints?						✓			Customer Complaints Policy and the Complaints Register. Grievance procedure for internal issues.

Is there a process that gives the Audit Committee assurance that adverse trends are identified and reviews management's plans to deal with these?							✓		The Audit Committee meet after the audit to discuss issues, including trends, with the external auditor and finance staff.
Is there a process to for the Audit committee review management disclosures in financial reports of the effect of significant compliance issues?							✓		Annual meeting of the Audit Committee and external auditor.
Is there a process to review 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?			✓						To be reviewed for next re-appointment of auditors.
Is there a process to determine the internal auditor's role in assessing compliance and ethics risks in their plan?			✓						To be reviewed for next re-appointment of auditors.
Is there a process to monitor the Shire's compliance frameworks dealing with relevant external legislation and regulatory requirements?							✓		Internal and external auditors meet with Audit Committee.
Is there a process in place to ensure Audit Committee members are complying with legislative and regulatory requirements imposed on them, including not misusing their position to gain an advantage for themselves or another or to cause detriment to the Shire, and disclosing conflicts of interest?				✓					It is in place that in every agenda item Councillors are prompted to consider if they have any disclosures to make or conflicts of interest. Councillors are offered training regularly however it is suggested that Council set for themselves a minimum standard of training. Without adequate training members of Council will not know if they are complying with legislative and regulatory requirements imposed on them.

9 New Business of an Urgent Nature Introduced by Decision of the Meeting

10 Closure