



# APPENDICES

ORDINARY COUNCIL MEETING

TUESDAY 27 AUGUST 2019





APPENDIX 9.3.1A – Locality Plan  
TP2041 - Mobile food vending business







**APPENDIX 9.3.1B – Site Plan**  
**TP2104 - mobile food vending business**



VEGETABLES	\$10.00
CURRIED CHILLIES	\$10.00
CHILLI PASTE	\$10.00



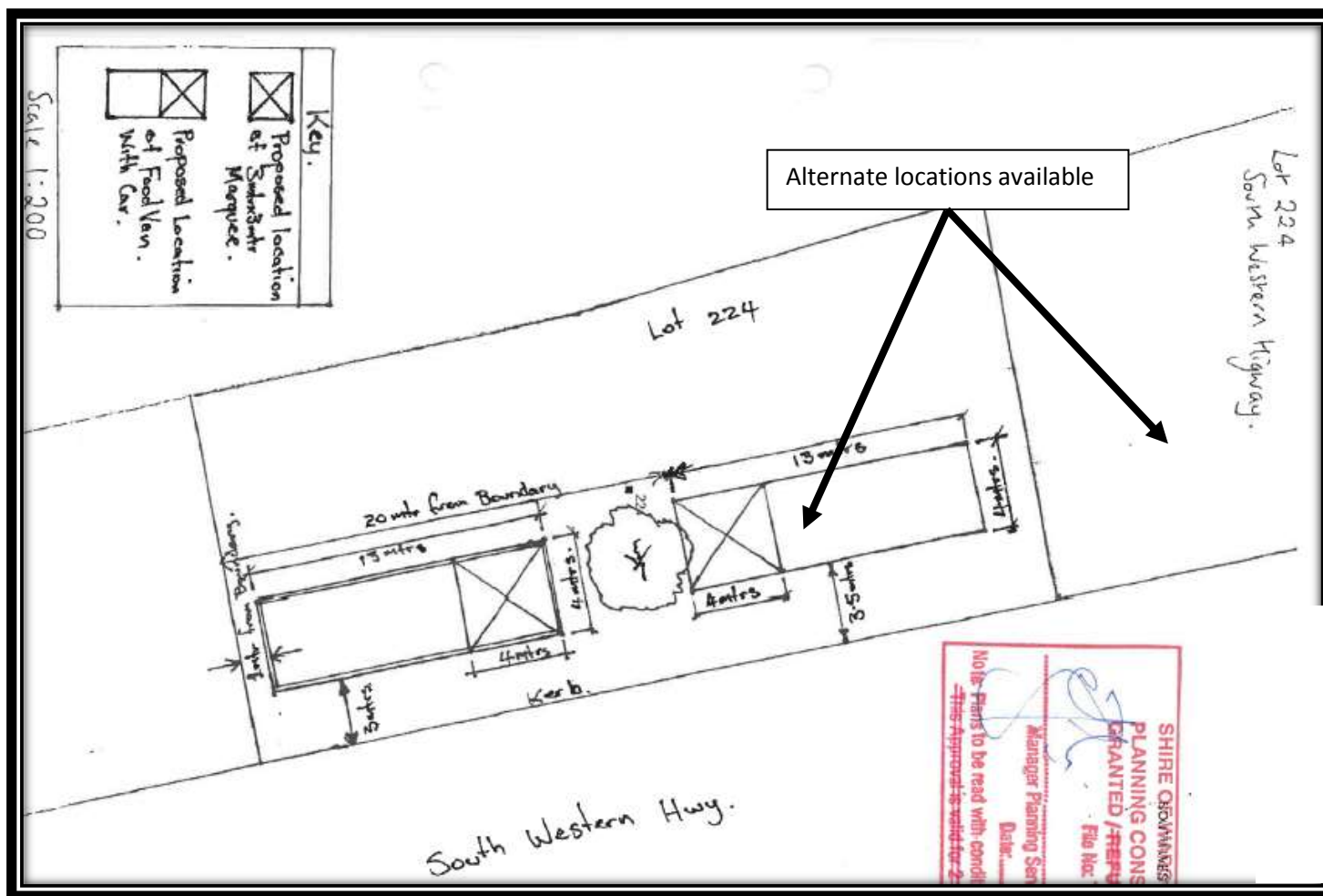


**APPENDIX 9.3.1D – Trailer**  
**TP2104 - mobile food vending business**





**APPENDIX 9.3.1E – Approved Site Plan for TP1634  
TP2104 - mobile food vending business**





## APPENDIX 9.3.1F – Schedule of Submissions

### **SCHEDULE OF SUBMISSIONS** **LOT 224. SOUTH WESTERN HWY, WAROONA**

<b>No.</b>	<b>Submitter</b>	<b>Submission</b>	<b>Officer Response</b>
1.	Affected landowner	<ol style="list-style-type: none"> <li>Food vans are operating at an unfair advantage because they don't have pay for costs associated with commercial premises.</li> <li>Food vans don't contribute as much to Shire revenue or the local economy as permanent commercial premises do.</li> <li>The food van is not employing local staff.</li> <li>Food vans do not pay rates and other costs associated with a commercial premises</li> <li>There are several empty shop fronts in Waroona.</li> <li>Food vans do not contribute to shire revenue to the same extent as a commercial premises.</li> </ol>	<ol style="list-style-type: none"> <li>The Competition and Consumer Act prohibits local governments from restricting competition in a commercial environment.</li> <li>The food van applicant will be required to pay the planning consent fee and the trading in public places permit fee.</li> <li>The food van applicant doesn't propose to employ any locally based staff.</li> <li>See response to 2 above.</li> <li>Agreed, the occupation of existing vacant tenancies is preferential to mobile vendors. However, the approval should be considered as a 'business incubator' allowing the vendor to gauge the demand and viability of the business and then be encouraged to relocate to a more permanent commercial premises.</li> <li>Agreed, the economic contribution of commercial properties far exceeds that of comparative mobile vendors.</li> </ol>

**SHIRE OF WAROONA**

Monthly financial report

FOR THE PERIOD ENDED 31 JULY 2019

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**LOCAL GOVERNMENT ACT 1995****LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996**



# Statement of financial activity

by program

FOR THE PERIOD ENDED 31 JULY 2019

	Note	Original Budget	YTD Budget	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(b)	Var.
<b>Operating Revenues</b>		\$	\$	\$	\$	%	
Governance		174,752	5,945	6,724	779	12%	
General Purpose Funding		776,630	4,713	4,095	(618)	(15%)	
Law, Order and Public Safety		688,913	3,528	3,376	(152)	(5%)	
Health		37,610	1,900	727	(1,173)	(161%)	
Education and Welfare		117,610	310	35,210	34,900	99%	▲
Housing		18,200	1,517	1,360	(157)	(12%)	
Community Amenities		1,103,858	85,097	81,805	(3,292)	(4%)	
Recreation and Culture		374,047	9,634	10,455	821	8%	
Transport		1,662,755	6,423	586,268	579,845	99%	▲
Economic Services		99,580	6,390	1,920	(4,470)	(233%)	
Other Property and Services		24,300	1,607	1,279	(328)	(26%)	
<b>Total (Excluding Rates)</b>		<b>5,078,255</b>	<b>127,064</b>	<b>733,218</b>			
<b>Operating Expense</b>							
Governance		(1,693,060)	(168,265)	(169,369)	(1,104)	(1%)	
General Purpose Funding		(128,390)	(9,651)	(13,646)	(3,995)	(29%)	
Law, Order and Public Safety		(578,507)	(32,311)	(30,705)	1,606	5%	
Health		(250,883)	(19,277)	(13,888)	5,389	39%	
Education and Welfare		(371,761)	(22,473)	(24,586)	(2,113)	(9%)	
Housing		(13,710)	(2,070)	(1,735)	335	19%	
Community Amenities		(1,783,501)	(159,383)	(100,398)	58,985	59%	▼
Recreation and Culture		(2,871,803)	(384,624)	(220,696)	163,928	74%	▼
Transport		(2,664,221)	(289,911)	(83,270)	206,641	248%	▼
Economic Services		(566,899)	(51,954)	(46,212)	5,742	12%	
Other Property and Services		(65,403)	(42,075)	(68,606)	(26,531)	(39%)	
<b>Total</b>		<b>(10,988,138)</b>	<b>(1,181,994)</b>	<b>(773,111)</b>			
<b>Funding Balance Adjustment</b>							
Add back Depreciation		3,461,850	288,491	0	(288,491)	(100%)	▼
Adjust (Profit)/Loss on Asset Disposal	10	33,986	0	0	0		
Unspent Grants July B/fwd		48,926	81,256	48,926	(32,330)	66.08%	
Unspent Grants June C/fwd		0	0				
Adjust Provisions and Accruals		(17,928)	0	0	0		
<b>Net Operating (Ex. Rates)</b>		<b>(2,383,049)</b>	<b>(685,183)</b>	<b>9,033</b>	<b>(288,491)</b>		
<b>Capital Revenues</b>							
Proceeds from Disposal of Assets	10	243,800	20,317	0	(20,317)	(100.00%)	
Proceeds from New Debentures		0	0	0	0		
Self-Supporting Loan Principal		0	0	0	0		
Low Interest Loan Repayments		8,500		0			
Interfund Transfer/Adj		0	0	723			
Transfer from Reserves	9	142,000	0	0	0		
<b>Total</b>		<b>394,300</b>	<b>20,317</b>	<b>723</b>	<b>(20,317)</b>		
<b>Capital Expenses</b>							
Land and Buildings	10	(905,800)	0	(30,169)	(30,169)	(100.00%)	▲
Plant and Equipment	10	(614,200)	0	0	0		
Furniture and Equipment	10	(56,250)	(250)	(1,965)	(1,715)	(87.28%)	
Infrastructure Assets - Roads	10	(1,848,132)	0	(408)	(408)	(100.00%)	
Infrastructure Assets - Other	10	(372,640)	(1,108)	(1,319)	(211)	(15.97%)	
Repayment of Debentures		(61,483)	0	0	0		
Transfer to Reserves	9	(223,325)	0	0	0		
<b>Total</b>		<b>(4,081,830)</b>	<b>(1,358)</b>	<b>(33,861)</b>	<b>(32,503)</b>		
<b>Net Capital</b>		<b>(3,687,530)</b>	<b>18,959</b>	<b>(33,137)</b>	<b>(52,819)</b>		
<b>Total Net Operating + Capital</b>		<b>(6,070,579)</b>	<b>(666,224)</b>	<b>(24,104)</b>	<b>(341,310)</b>		
Rate Revenue		5,017,802	0	0	0		
Opening Funding Surplus(Deficit)		1,052,777	1,069,201	1,069,201	0	0.00%	
<b>Closing Funding Surplus(Deficit)</b>	3	<b>0</b>	<b>402,977</b>	<b>1,045,097</b>	<b>(341,310)</b>		

# Statement of financial activity

by nature or type

FOR THE PERIOD ENDED 31 JULY 2019

		Original Budget	YTD Budget	YTD Actual
	Note			
<b>Operating Revenues</b>		\$	\$	\$
Grants, Subsidies and Contributions	8	1,041,802	80072	369,735
Profit on Asset Disposal	10	4,165	0	0
Fees and Charges		1,557,349	38,546	27,409
Service Charges		0	0	0
Interest Earnings		90,810	348	385
Other Revenue		97,100	8,098	7,589
<b>Total (Excluding Rates)</b>		<b>2,791,226</b>	<b>127,064</b>	<b>405,117</b>
<b>Operating Expense</b>				
Employee Costs		(3,625,433)	(335,562)	(316,961)
Materials and Contracts		(3,260,495)	(294,459)	(268,133)
Utilities Charges		(386,385)	(65,003)	(27,164)
Depreciation (Non-Current Assets)		(3,490,299)	(288,491)	0
Interest Expenses		(16,571)	0	1,631
Insurance Expenses		(214,240)	(112,875)	(116,834)
Loss on Asset Disposal	10	(24,496)	0	0
Other Expenditure		(242,924)	(12,515)	(5,658)
Reallocation Code		280,924	(73,089)	(39,993)
<b>Total</b>		<b>(10,979,919)</b>	<b>(1,181,994)</b>	<b>(773,111)</b>
<b>Funding Balance Adjustment</b>				
Add Back Depreciation		3,461,850	288,491	0
Adjust (Profit)/Loss on Asset Disposal	10	33,986	0	0
Unspent Grants July B/fwd		48,926	81,256	48,926
Unspent Grants June C/fwd		0	0	0
Adjust Provisions and Accruals		(17,928)	0	0
<b>Net Operating (Ex. Rates)</b>		<b>(4,661,859)</b>	<b>(685,183)</b>	<b>(319,068)</b>
<b>Capital Revenues</b>				
Grants, Subsidies and Contributions	8	2,382,008	0	328,101
Proceeds from Disposal of Assets	10	243,800	20,317	0
Proceeds from Advances		0	0	0
Self-Supporting Loan Principal		8,500	0	0
Interfund Transfer Adj		0	0	723
Transfer from Reserves	9	142,000	0	0
<b>Total</b>		<b>2,776,308</b>	<b>20,317</b>	<b>328,824</b>
<b>Capital Expenses</b>				
Land and Buildings	10	(905,800)	0	(30,169)
Plant and Equipment	10	(614,200)	0	0
Furniture and Equipment	10	(56,250)	(250)	(1,965)
Infrastructure Assets - Roads	10	(1,848,132)	0	(408)
Infrastructure Assets - Other	10	(372,640)	(1,108)	(1,319)
Repayment of Debentures		(61,483)	0	0
Payment of Low Interest Loan		0	0	0
Transfer to Reserves	9	(223,325)	0	0
<b>Total</b>		<b>(4,081,830)</b>	<b>(1,358)</b>	<b>(33,861)</b>
<b>Net Capital</b>		<b>(1,305,522)</b>	<b>18,959</b>	<b>294,964</b>
<b>Total Net Operating + Capital</b>		<b>(5,967,381)</b>	<b>(666,224)</b>	<b>(24,104)</b>
Rate Revenue		5,017,802	0	0
Opening Funding Surplus(Deficit)		1,052,777	1,069,201	1,069,201
<b>Closing Funding Surplus(Deficit)</b>	3	<b>103,198</b>	<b>402,977</b>	<b>1,045,097</b>



# Statement of financial position

FOR THE PERIOD ENDED 31 JULY 2019

## Current Assets

Cash At Bank	478,189
Reserves	2,397,936
Trust Fund Bank	2,473,950.21
Sundry Debts - Rates	132,386
Sundry Debts - Sanitation	15,206
Sundry Debts - Other	676,840
Stock On Hand	0
Prepayments	0
Gst Expenditure Control	0
Emergency Services Levy	2,764

Total Current Assets

6,177,271

## Current Liabilities

Creditors	260,288
Accrued Expense	0
Long Service Leave Accrual	553,071
Provision For Annual Leave	433,268
Trust Fund	2,474,673.61
Gst Income Control	0
WITHHOLDING TAX HELD	0

Total Current Liabilities

3,721,301

## Net Current Assets

2,455,969

## Non Current Assets

Buildings	17,669,606
Land	17,926,000
Plant & Equipment	2,455,307
Furniture & Equipment	169,966
Sporting Club Loans	13,500
Self Supporting Loan	0
Tools	0
Infrastructure - Roads	75,000,229
Infrastructure - Other	16,560,389

Total Non Current Assets

129,794,997

## Non Current Liabilities

Borrowings	365,431
Provision Long Service Leave	63,387.43

Total Non Current Liabilities

428,819

## Net Assets

131,822,148

## Equity

Emergency Assistance Reserve	103,761
Sporting Organisations	62,164
Long Service Leave Reserve	253,765
Asset Revaluation	118,929,864
Waste Management Reserve	800,661
Recreation Centre Bdg Mtce Res	100,509
Admin Centre Extension Reserve	0
Hamel Hall Amenities Reserve	0
Plant Replacement Reserve	503,877
Depot Redevelopment Reserve	78,599
Building Asset Mtce Reserve	85,296
Strategic Planning Reserve	19,547
Town Centre Redevelopment Reserve	0
Industrial Land Development Res	214,039
Drakesbrook Weir Redevelopment Res	0
Preston Volunteer Rangers Res	39,641
Information Technology Reserve	88,300
Footpath Construction Reserve	31,198
Asset Management Reserve	0
History Book Reprint Reserve	7,555
Coronation Bridge Road Reserve	0
Fire Recovery Assistance Reserve	0
Risk & Insurance Reserve	9,025

Surplus/Defecit Ytd

(39,893)

1

0.00

(10,534,242)

4

0.00

0

Movement from/to reserves

0

Accumulated Surplus

10,534,242

## Total Equity

131,822,148

**SHIRE OF WAROONA**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE PERIOD ENDED 31 JULY 2019**

**Note 1: Significant Accounting Policies**

**(a) Basis of Accounting**

This statement comprises a special purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations. Material accounting policies which have been adopted in the preparation of this statement are presented below and have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

**Critical Accounting Estimates**

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

**(b) The Local Government Reporting Entity**

All Funds through which the Council controls resources to carry on its functions have been included in this statement. In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated. All monies held in the Trust Fund are excluded from the statement, but a separate statement of those monies appears at Note 12.

**(c) Rounding Off Figures**

All figures shown in this statement are rounded to the nearest dollar.

**(d) Rates, Grants, Donations and Other Contributions**

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions. Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

**(e) Goods and Services Tax**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not

**(f) Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

**(g) Trade and Other Receivables**

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

**(h) Inventories**

**General**

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.



**SHIRE OF WAROONA**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE PERIOD ENDED 31 JULY 2019**

**Land Held for Resale**

Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed. Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point. Land held for sale is classified as current except where it is held as non-current based on Council's intentions to release for sale.

**(i) Fixed Assets**

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

**(j) Depreciation of Non-Current Assets**

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of the future economic benefits embodied in those assets

Depreciation is recognised on a straight-line basis, using rates which are reviewed each reporting period. Major depreciation rates and periods are:

Buildings	40 to 60 years
Furniture and Equipment	3 to 20 years
Plant and Equipment	5 to 20 years
Seats and Benches	15 to 25 years
Water Supply Piping	20 to 40 years
Sealed roads and streets	
Formation	not depreciated
Construction	45 to 55 years
Bituminous Seals	15 to 25 years
Asphalt Seals	25 to 30 years
Unsealed Roads	
Formed	10 to 15 years
Gravel	12 to 15 years

**(k) Trade and Other Payables**

Trade and other payables represent liabilities for goods and services provided to the Council prior to the end of the financial year that are unpaid and arise when the Council becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

**(l) Employee Benefits**

The provisions for employee benefits relates to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

*(i) Wages, Salaries, Annual Leave and Long Service Leave (Short-term Benefits)*

The provision for employees' benefits to wages, salaries, annual leave and long service leave expected to be settled within 12 months represents the amount the Shire has a present obligation to pay resulting from employees services provided to balance date. The provision has been calculated at nominal amounts based on remuneration rates the Shire expects to pay and includes related on-costs.

**SHIRE OF WAROONA**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE PERIOD ENDED 31 JULY 2019**

*(ii) Annual Leave and Long Service Leave (Long-term Benefits)*

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the project unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match as closely as possible, the estimated future cash outflows. Where the Shire does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

**(m) Interest-bearing Loans and Borrowings**

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

***Borrowing Costs***

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset.

**(n) Provisions**

Provisions are recognised when: The council has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one of item included in the same class of obligations may be small.

**(o) Current and Non-Current Classification**

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for resale where it is held as non current based on Council's intentions to release for sale.

**(p) Nature or Type Classifications**

**Rates**

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

**Operating Grants, Subsidies and Contributions**

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

**Non-Operating Grants, Subsidies and Contributions**

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

**Profit on Asset Disposal**

Profit on the disposal of assets including gains on the disposal of long term investments. Losses are disclosed under the expenditure classifications.

**Fees and Charges**

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



**SHIRE OF WAROONA**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE PERIOD ENDED 31 JULY 2019**

**Service Charges**

Service charges imposed under Division 6 of Part 6 of the Local Government Act 1995. Regulation 54 of the Local Government (Financial Management) Regulations 1996 identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

**Interest Earnings**

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

**Other Revenue / Income**

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

**Employee Costs**

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

**Materials and Contracts**

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

**Utilities (Gas, Electricity, Water, etc.)**

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

**Insurance**

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

**Loss on asset disposal**

Loss on the disposal of fixed assets.

**Depreciation on non-current assets**

Depreciation expense raised on all classes of assets.

**Interest expenses**

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

**Other expenditure**

Statutory fees, taxes, provision for bad debts, member's fees or State taxes. Donations and subsidies made to community groups.

**(r) Program Classifications (Function/Activity)**

Shire of Waroona operations as disclosed in these financial statements encompass the following service orientated activities/programs.

**GOVERNANCE**

**Objective:**

To provide a decision making process for the efficient allocation of scarce resources.

**Activities:**

Includes the activities of members of council and the administrative support available to the council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific council services.

**GENERAL PURPOSE FUNDING**

**Objective:**

To collect revenue to allow for the provision of services.

**Activities:**

Rates, general purpose government grants and interest revenue.

**SHIRE OF WAROONA**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE PERIOD ENDED 31 JULY 2019**

**LAW, ORDER, PUBLIC SAFETY**

**Objective:**

To provide services to help ensure a safer and environmentally conscious community.

**Activities:**

Supervision and enforcement of various local laws relating to fire prevention, animal control and other aspects of public safety including emergency services.

**HEALTH**

**Objective:**

To provide an operational framework for environmental and community health.

**Activities:**

Inspection of food outlets and their control, provision of meat inspection services, noise control and waste disposal compliance.

**EDUCATION AND WELFARE**

**Objective:**

To provide services to disadvantaged persons, the elderly, children and youth.

**Activities:**

Maintenance of playgroup centre, senior citizen centre and aged care centre. Provision and maintenance of home and community care programs and youth services.

**HOUSING**

**Objective:**

To provide and maintain elderly residents housing.

**Activities:**

Provision and maintenance of elderly residents housing.

**COMMUNITY AMENITIES**

**Objective:**

To provide services required by the community.

**Activities:**

Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban storm water drains, protection of the environment and administration of town planning schemes, cemetery and public conveniences.

**RECREATION AND CULTURE**

**Objective:**

To establish and effectively manage infrastructure and resource which will help the social well being of the community.

**Activities:**

Maintenance of public halls, civic centres, aquatic centre, beaches, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of library, museum and other cultural facilities.

**TRANSPORT**

**Objective:**

To provide safe, effective and efficient transport services to the community.

**Activities:**

Construction and maintenance of roads, streets, footpaths, depots, cycle ways, parking facilities and traffic control. Cleaning of streets and maintenance of street trees, street lighting etc.

**ECONOMIC SERVICES**

**Objective:**

To help promote the shire and its economic wellbeing.

**Activities:**

Tourism and area promotion including the maintenance and operation of a caravan park. Provision of rural services including weed control, vermin control and standpipes. Building Control.

**OTHER PROPERTY AND SERVICES**

**Objective:**

To monitor and control City/Town/Shire overheads operating accounts.

**Activities:**

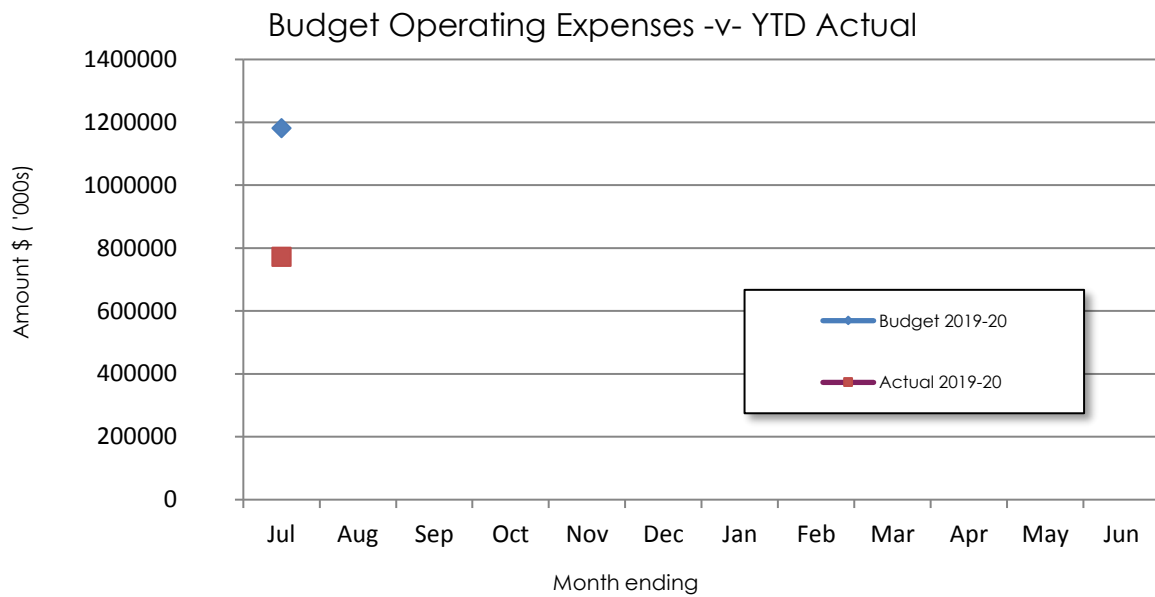
Private works operation, plant repair and operation costs and engineering operation costs.



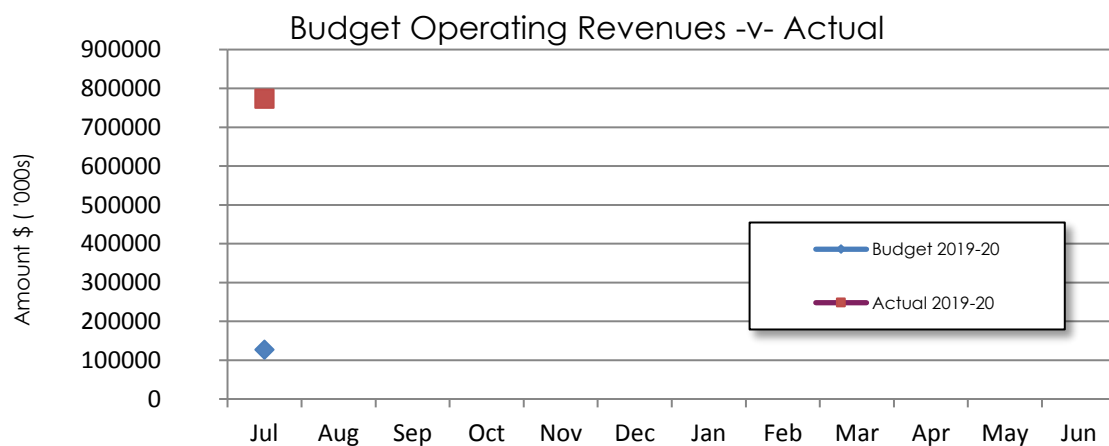
# Notes to the statement of financial activity

FOR THE PERIOD ENDED 31 JULY 2019

## Note 2 - Graphical Representation - Source Statement of Financial Activity



### Comments/Notes - Operating Expenses

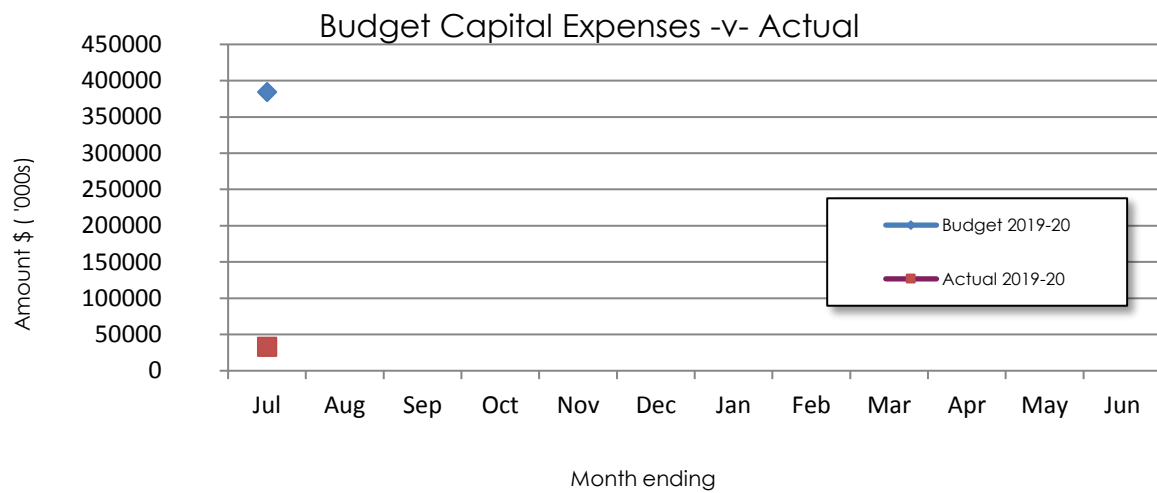


### Comments/Notes - Operating Revenues

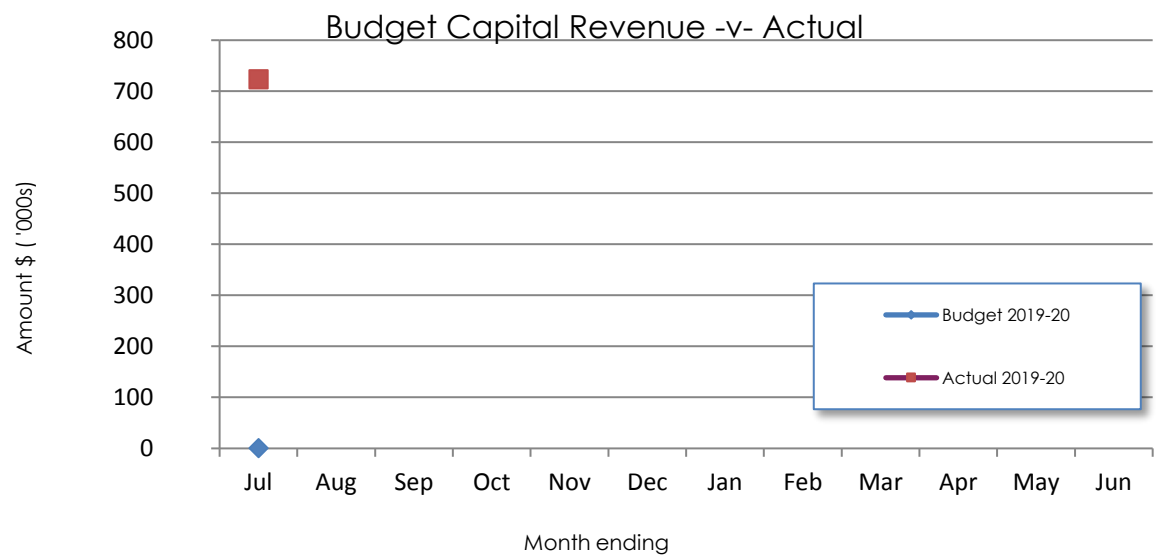
# Notes to the statement of financial activity

FOR THE PERIOD ENDED 31 JULY 2019

## Note 2 - Graphical Representation - Source Statement of Financial Activity



### Comments/Notes - Capital Expenses



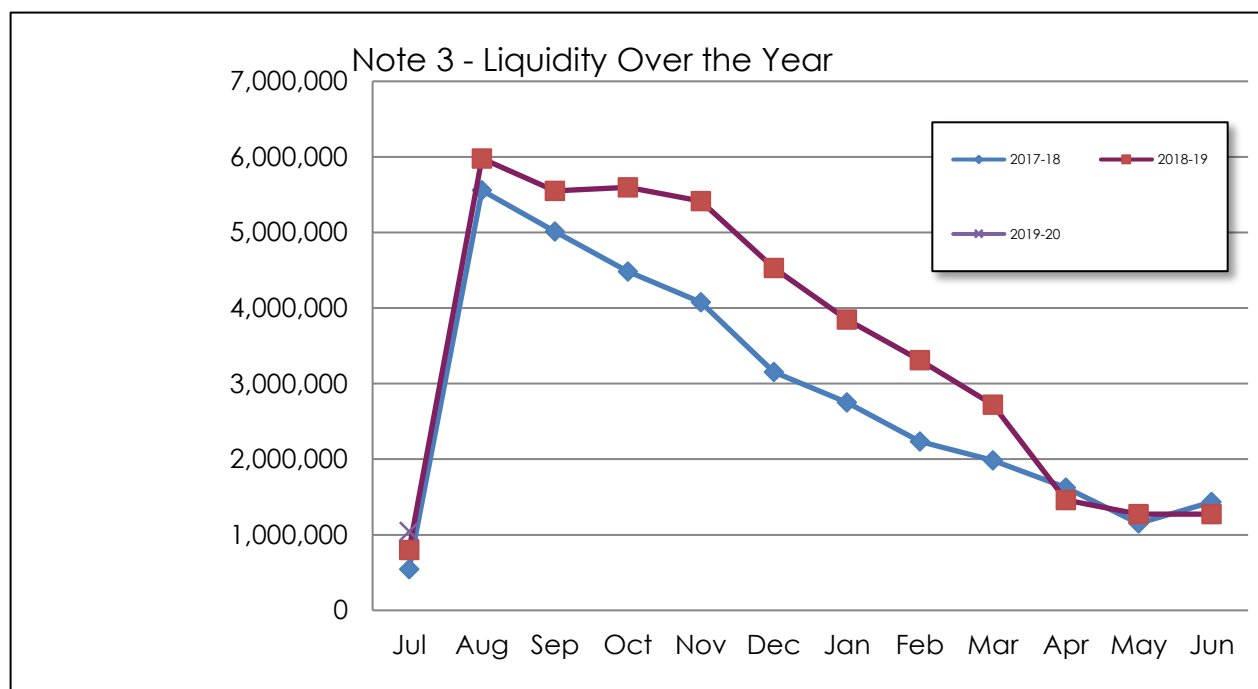
### Comments/Notes - Capital Revenues

# Notes to the statement of financial activity

FOR THE PERIOD ENDED 31 JULY 2019

## Note 3: NET CURRENT FUNDING POSITION

Positive=Surplus (Negative=Deficit)			
2019-20			
Note	This Period	Last Period	Same Period Last Year
	\$	\$	\$
Current Assets			
Cash Unrestricted	478,189	909,182	890,058
Cash Restricted	2,397,936	2,397,936	2,317,381
Receivables	827,196	529,068	140,014
Inventories	0	11,360	0
	3,703,321	3,847,546	3,347,453
Less: Current Liabilities	(260,288)	(174,677)	(231,113)
Payables	(260,288)	(174,677)	(231,113)
Less: Cash Restricted	(2,397,936)	(2,397,936)	(2,317,381)
	(2,397,936)	(2,397,936)	(2,317,381)
Net Current Funding Position	1,045,097	1,274,933	798,959



Comments - Net Current Funding Position



# Notes to the statement of financial activity

FOR THE PERIOD ENDED 31 JULY 2019

## Note 4: CASH AND INVESTMENTS

	Interest Rate	Unrestricted \$	Restricted \$	Trust \$	Investments \$	Total Amount \$	Institution	Maturity Date
(a) <b>Cash Deposits</b>								
Municipal Account		495,987				495,987	NAB	
Cash Management		1,135				1,135	NAB	
Trust Account				2,494,032		1,126,384	NAB	
(b) <b>Term Deposits</b>								
Sporting Reserve	1.98%		62,146			62,146	NAB	26/09/2019
Building Asset Maintenance Reserve	1.98%		85,296			85,296	NAB	26/09/2019
Recreation Centre Building Maintenance Reserve	1.98%		100,509			100,509	NAB	26/09/2019
Preston Beach Volunteer Rangers Reserve	1.98%		39,641			39,641	NAB	26/09/2019
Emergency Assistance Reserve	1.98%		103,761			103,761	NAB	26/09/2019
Works Depot Redevelopment	1.98%		78,599			78,599	NAB	26/09/2019
Council Building Construction Reserve	1.98%		214,039			214,039	NAB	26/09/2019
Information Technology Reserve	1.98%		88,300			88,300	NAB	26/09/2019
Footpath Construction Reserve	1.98%		31,198			31,198	NAB	26/09/2019
Plant Reserve	1.98%		503,877			503,877	NAB	26/09/2019
Staff Leave Reserve	1.98%		253,765			253,765	NAB	26/09/2019
Strategic Planning Reserve	1.98%		19,547			19,547	NAB	26/09/2019
Waste Management Reserve	1.98%		800,661			800,661	NAB	26/09/2019
History Book Reprint Reserve	1.98%		7,555			7,555	NAB	26/09/2019
Risk & Insurance Reserve	1.98%		9,025			9,025	NAB	26/09/2019
(c) <b>Investments</b>								
No current investments								
<b>Total</b>		497,122	2,397,918	2,494,032	0	4,021,423		

# Notes to the statement of financial activity

FOR THE PERIOD ENDED 31 JULY 2019

## **Note 5a: MAJOR VARIANCES**

### **Comments/Reason for Variance**

Council policy in relation to materiality states that for highlighting variances (budget to actual) the factor shall be 10% with a minimum of \$25,000.

#### **5.1 OPERATING REVENUE**

The following programmes were identified as having a material variance in accordance with Council Policy:

##### **EDUCATION & WELFARE**

Income is higher than budgeted due to profile setting. This will be assessed further into the financial year

##### **TRANSPORT**

Income is higher than budgeted due to profile setting. This will be assessed further into the financial year

#### **5.2 OPERATING EXPENSES**

The following programmes were identified as having a material variance in accordance with Council Policy:

##### **COMMUNITY AMENITIES**

Expenditure is lower than budgeted due to profile setting. This will be assessed further into the financial year

##### **RECREATION & CULTURE**

Expenditure is lower than budgeted due to profile setting. This will be assessed further into the financial year

##### **TRANSPORT**

Expenditure is lower than budgeted due to profile setting. This will be assessed further into the financial year

#### **5.3 CAPITAL**

#### **5.4 SUMMARY**

See Notes 10 and 11 for details of asset acquisition including progress expenditure.

FOR THE PERIOD ENDED 31 JULY 2019

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

15

# Notes to the statement of financial activity

FOR THE PERIOD ENDED 31 JULY 2019

## Note 7: RECEIVABLES

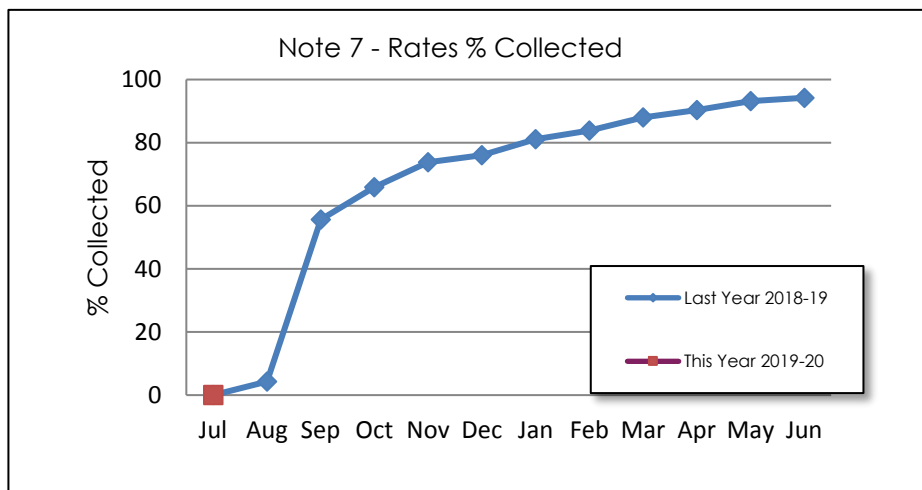
### Receivables - Rates & Rubbish

	Current 2019-20	Previous 2018-19
	\$	\$
Opening Arrears Previous Years	193,456	148,634
Rates & Rubbish Levied this year	0	5,750,922
<u>Less</u> Collections to date	150,060	(5,557,465)
Equals Current Outstanding	<b>150,060</b>	<b>193,456</b>
<b>Net Rates Collectable</b>	<b>150,060</b>	<b>193,456</b>
% Collected		94.20%

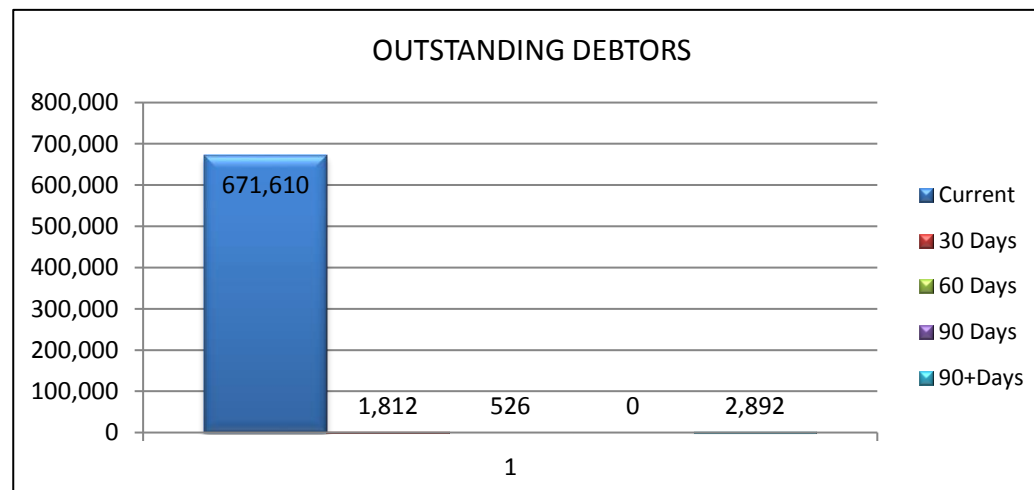
### Receivables - General

	Current	30 Days	60 Days	90 Days	90+Days
	\$	\$	\$	\$	\$
	671,610	1,812	526	0	2,892
<b>Total Outstanding</b>					<b>676,840</b>

Amounts shown above include GST (where applicable)



Comments/Notes - Receivables Rates and Rubbish



Comments/Notes - Receivables General



# Notes to the statement of financial activity

FOR THE PERIOD ENDED 31 JULY 2019

## Note 8: GRANTS AND CONTRIBUTIONS

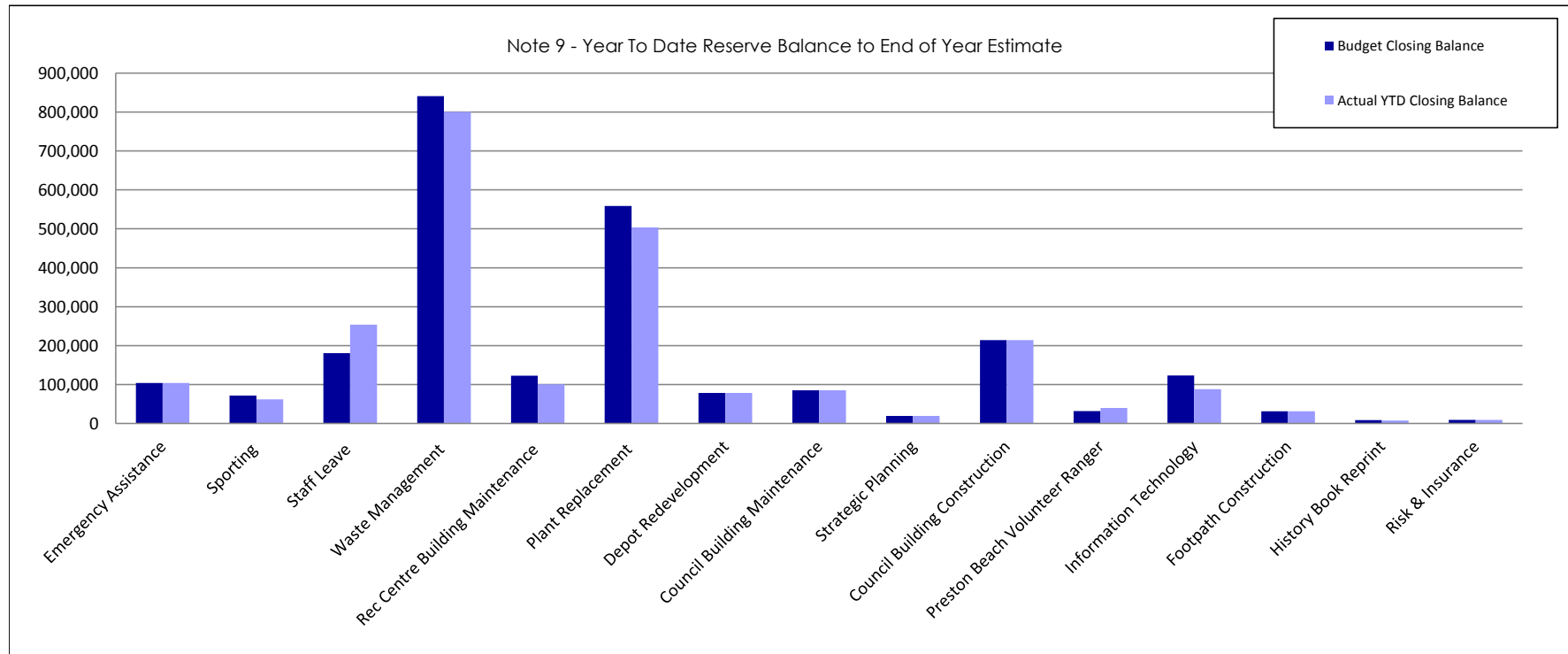
Program/Details	Provider	2019-20 Budget	Recoup Status	
			Received	Not Received
		\$	\$	\$
<b>GENERAL PURPOSE FUNDING</b>				
3265 FEDERAL LOCAL ROAD FUNDS	Federal Govt	182,000	\$0	\$ 182,000
0041 EX GRATIA RATES	Bunbury Dampier Pipeline	2,590	\$0	\$ 2,590
0091 FEDERAL GOVT GRANTS	Federal Govt	442,000	\$0	\$ 442,000
0101 PENSIONER DEFERRED SUBSIDY	Federal Govt	0	\$0	\$ -
<b>GOVERNANCE</b>				
0113 ALCOA OPERATING CONTRIBUTION	Alcoa	104,142	\$0	\$ 104,142
<b>LAW, ORDER, PUBLIC SAFETY</b>				
0933 CONT TO VOLUNTEER RANGERS	Kingpoint Holdings	11,350	\$0	\$ 11,350
0765 DFES GRANT	Build Waroona West BFB	576,000	\$0	\$ 576,000
3203 ESL - TOTAL ALLOCATION	DFES	47,619	\$0	\$ 47,619
<b>EDUCATION AND WELFARE</b>				
5213 SUMMER EVENTS PROGRAM	Alcoa & Dept of Communities	5,500	\$0	\$ 5,500
1463 YOUTH WEEK PROGRAM	Alcoa & Dept Local Govt	10,000	\$0	\$ 10,000
5223 MENTAL HEALTH GRANT	WAPHA	100,000	\$35,000	\$ 65,000
1683 SENIOR CITZ CONTRIBUTION	Alcoa - Sustainability Fund	0	\$0	\$ -
<b>COMMUNITY AMENITIES</b>				
7503 GRANTS & CONTRIBUTIONS	Landcare	0	\$0	\$ -
2113 Protection of the Environment	Various Contributions	30,000	\$0	\$ 30,000
<b>RECREATION AND CULTURE</b>				
2733 KIDSPORT PROGRAM	Dept Sport Rec	0	\$0	\$ -
2455 PRESTON COMMUNITY CENTRE	Various Contributions	38,000	\$0	\$ 38,000
<b>TRANSPORT</b>				
3255 RDS TO RECOVERY GRANT	Federal	252,529	\$0	\$ 252,529
3225 BLACKSPOT FUNDING	Federal	629,500	\$251,800	\$ 377,700
3275 GOVT GRANTS-REGION RD GRP	MRWA	580,000	\$232,000	\$ 348,000
3285 GOVT GRANTS - DIRECT	Federal	96,101	\$96,101	\$ -
3355 CONTRIBUTIONS & DONATIONS	State Govt & Local Residents	21,415	\$0	\$ 21,415
3295 SPECIAL GRANT INCOME	State Govt	0	\$0	\$ -
<b>ECONOMIC SERVICES</b>				
3595 Visitor Centre Grant Funds	Various funding bodies	22,000	\$0	\$ 22,000
<b>TOTALS</b>		<b>3,150,746</b>	<b>614,901</b>	<b>2,535,845</b>

## Notes to the statement of financial activity

FOR THE PERIOD ENDED 31 JULY 2019

### Note 9: Cash Backed Reserve

Name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$		\$	\$
Emergency Assistance	103,761							103,761	103,761
Sporting	62,164			9,175				71,339	62,164
Staff Leave	253,765					(73,000)		180,765	253,765
Waste Management	800,661			90,000		(50,000)		840,661	800,661
Rec Centre Building Maintenance	100,509			22,000				122,509	100,509
Plant Replacement	503,877			55,000				558,877	503,877
Depot Redevelopment	78,599							78,599	78,599
Council Building Maintenance	85,296							85,296	85,296
Strategic Planning	19,547							19,547	19,547
Council Building Construction	214,039							214,039	214,039
Preston Beach Volunteer Ranger	39,641			11,350		(19,000)		31,991	39,641
Information Technology	88,300			35,000				123,300	88,300
Footpath Construction	31,198							31,198	31,198
History Book Reprint	7,555			800				8,355	7,555
Risk & Insurance	9,025							9,025	9,025
	<b>2,397,936</b>	<b>0</b>	<b>0</b>	<b>223,325</b>	<b>0</b>	<b>(142,000)</b>	<b>0</b>	<b>2,479,261</b>	<b>2,397,936</b>



# Notes to the statement financial activity

FOR THE PERIOD ENDED 31 JULY 2019

## Note 10: CAPITAL DISPOSALS AND ACQUISITIONS

Profit(Loss) of Asset Disposal				Disposals	Current Budget			
Account	WDV	Proceeds	(Loss)		Replacement			
	\$	\$	\$		Budget	Actual	Variance	
0595			0	CEO's Vehicle	50,000		(50,000)	▼
0595			0	DEPUTY CEO's Vehicle	42,000		(42,000)	
0595			0	MCS Vehicle	28,500		(28,500)	▼
3575			0	MWS Vehicle	31,500		(31,500)	▼
2285			0	DSD's Vehicle	37,000		(37,000)	▼
4165			0	MDS's Vehicle	28,200		(28,200)	▼
0815			0	Ranger Vehicle	49,000		(49,000)	▼
3575			0	DTS's Vehicle	37,500		(37,500)	▼
3575			0	Holden Colorado	35,000		(35,000)	▼
3575			0	Ford Tray Back Ute	31,500		(31,500)	▼
3575			0	Howard Slasher	30,000		(30,000)	▼
3575				New Holland Mower	31,000		(31,000)	▼
3575				Gianni Ferrari	47,000		(47,000)	▼
3575				Peruzzo Mower catcher	25,000		(25,000)	▼
				Cat Loader	72,000		(72,000)	▼
				Super Spreader	10,000		(10,000)	▼
				Volunteer Ranger	19,000		(19,000)	▼
				General Plant	10,000		(10,000)	▼
0	0	0	0	<b>Totals</b>	<b>614,200</b>	<b>0</b>	<b>(614,200)</b>	

### Comments - Capital Disposal

Contributions Information				Summary Acquisitions	Current Budget			
Grants	Reserves	Borrowing	Total		Budget	Actual	Variance	
\$	\$	\$	\$		\$	\$	\$	
				<b>Property, Plant &amp; Equipment</b>				
				Land and Buildings	905,800	30,169	(875,631)	▼
				Plant & Equipment	614,200	0	(614,200)	▼
				Furniture & Equipment	56,250	1,965	(54,285)	▼
				<b>Infrastructure</b>				
				Roadworks	1,848,132	408	(1,847,724)	▼
				Other Infrastructure	372,640	1,319	(371,322)	▼
0	0	0	0	<b>Totals</b>	<b>3,797,022</b>	<b>33,861</b>	<b>(3,763,161)</b>	

### Comments - Capital Acquisitions

Contributions				Land & Buildings	Current Budget			
Grants	Reserves	Borrowing	Total		This Year			
	\$	\$	\$		Budget	Actual	Variance	
				<b>GOVERNANCE</b>				
				Admin Centre Front Entrance	50,000	0	(50,000)	▼
				<b>LAW &amp; ORDER</b>				
				Construct Waroona West BFB Shed	596,000	14,719	(581,281)	▼
				<b>RECREATION &amp; CULTURE</b>				
				Centennial Park Ablutions	9,500	0	(9,500)	▼
				Various Repairs at the Rec Centre	147,000	15,450	(131,550)	▼
				<b>ECONOMIC SERVICES</b>				
				Landcare Building Refurbish & Restumping	14,300	0	(14,300)	▼
				Waroona Visitor Centre - Exterior	89,000	0	(89,000)	▼
0	0	0	0	<b>Totals</b>	<b>905,800</b>	<b>30,169</b>	<b>(875,631)</b>	

# Notes to the statement financial activity

FOR THE PERIOD ENDED 31 JULY 2019

## Note 10: CAPITAL DISPOSALS AND ACQUISITIONS

Contributions				Plant & Equipment	Current Budget			
					This Year			
Grants	Reserves	Borrowing	Total		Budget	Actual	(Under)Over	
\$	\$	\$	\$	<b>GOVERNANCE</b>	\$	\$	\$	
				Changeover CEO/DCEO/MFS Vehicles	120,500	0	(120,500)	▼
				<b>LAW ORDER PUBLIC SAFETY</b>				
				Changeover Ranger Vehicle	68,000	0	(68,000)	▼
				<b>COMMUNITY AMENITIES</b>				
				Changeover DDS Vehicle	37,000	0	(37,000)	▼
				Repairs to Compactor, Loader & Other	72,000	0	(72,000)	▼
				<b>TRANSPORT</b>				
				Plant Replacement Program	219,500	0	(219,500)	▼
				Vehicle Replacement	69,000	0	(69,000)	▼
				<b>ECONOMIC SERVICES</b>				
				Changeover DCS & MEHBS Vehicles	28,200	0	(28,200)	▼
0	0	0	0	Totals	614,200	0	(614,200)	

Contributions				Furniture & Equipment	Current Budget			
					This Year			
Grants	Reserves	Borrowing	Total		Budget	Actual	(Under)Over	
\$	\$	\$	\$	<b>GOVERNANCE</b>	\$	\$	\$	
				1st Phase CMS Replacement	45,000	0	(45,000)	▼
				<b>RECREATION &amp; CULTURE</b>				
				Basketball Scoreboard	8,250	0	(8,250)	▼
				<b>ECONOMIC SERVICES</b>				
				Alarm Installation	3,000	0	(3,000)	▼
0	0	0	0	Totals	56,250	1,965	(54,285)	

Contributions				Infrastructure - Roads	Current Budget			
					This Year			
Grants	Reserves	Borrowing	Total		Budget	Actual	(Under)Over	
\$	\$	\$	\$		\$	\$	\$	
				Roads Construction	1,848,132	408	1,847,724	▼
0	0	0	0	Totals	1,848,132	408	1,847,724	

Contributions				Other Infrastructure	Current Budget			
					This Year			
Grants	Reserves	Borrowing	Total		Budget	Actual	(Under)Over	
\$	\$	\$	\$	<b>COMMUNITY AMENITIES</b>	\$	\$	\$	
				Townsite Drainage	10,000	0	(10,000)	▼
				Refuse Site Capital Upgrade	13,500	0	(13,500)	▼
				Transfer station construction	62,500	1,319	(61,182)	▼
				<b>RECREATION AND CULTURE</b>				
				Playground Equipment Upgrade	103,000	0	(103,000)	▼
				Refurbish Sporting Ovals Retic Systems	81,000	0	(81,000)	
				Youth Precint Design & Concept	13,300	0	(13,300)	
				<b>TRANSPORT</b>				
				Footpaths & Gravel Paths	46,500	0	(46,500)	▼
				<b>ECONOMIC SERVICES</b>				
				Car park seal	35,000	0	(35,000)	▼
				Info Bay sign refurbishment	7,840	0	(7,840)	▼
0	0	0	0	Totals	372,640	1,319	(371,322)	



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 JULY 2019

**Note 11. Significant Capital Projects**

Project/Purchase	COA	Total Project Cost	Income								
			Federal Govt Grants	State Govt Grants	Royalties for Regions	Contributions / Sale Proceeds	Loan Funds	Council Reserves	Alcoa Sustainability	Carried Forward Funding	General Revenue
			\$	\$	\$	\$	\$	\$	\$	\$	\$
Total Road Construction Program	3184/3204	1,848,132	<sup>1</sup> 882,029	<sup>#</sup> 676,101		21,415					268,587
Admin Office - Kitchen Refurbishment	0544	35,000									35,000
Corporate Management Systems Upgrade - Stage 1	0554	45,000									45,000
Recreation Centre - Hoecker roof repairs	7104	50,000									50,000
Mental Health Program	5352	100,000		<sup>#</sup> 100,000							0
Visitor Centre - Building Refurbishment	3904	80,000							22,000		58,000
Visitor Centre - Seal Carpark	3284	35,000									35,000
Construct Waroona West Fire Station	0774	596,000		<sup>#</sup> 506,000					70,000		20,000
Youth Precinct Design & Concept Plan	3614	13,300							<sup>#</sup> 13,000		300
Centennial Park - Playground Upgrade	3634	77,000				<sup>6</sup> 31,000			40,000		6,000
Sporting Ovals - Reticulation upgrade	3724	40,000									40,000
Hill Street/Rec Centre - Second Coat Seal - Road & Carpark	3724	41,000									41,000
CAT Loader Upgrade	1524	72,000						50,000			22,000
Buller Rd Refuse Site - Construct Transfer Station	1544	62,500									62,500
Replace Gianni Ferrari Mower (P0105)	3554	47,000				7,000					40,000
Purchase Howard Slasher	3554	30,000									30,000
Replace New Holland Ride on Front Deck Mower	3554	31,000				4,000					27,000
Replace Volunteer Ranger Vehicle	0924	19,000						19,000			0
Environmental Expenses	2062	55,000		30,000							25,000
Recreation Centre - Replace Pool Lining	7104	71,500									71,500
											0
		3,348,432	882,029	1,312,101	0	63,415	0	69,000	145,000	0	876,887

1. Roads to Recovery	\$	252,529
2. Blackspot	\$	629,500
Regional Road Group	\$	580,000
Direct Grant	\$	96,101
Special	\$	21,415
3. Mental Health Program	\$	100,000
4. DFES Contribution to Waroona West Bushfire Brigade Shed	\$	506,000
5. Youth Precinct Design Grant Funding - Alcoa	\$	13,300
6. Other Contributions - Lions Club & YAC	\$	31,000

# Notes to the financial activity

FOR THE PERIOD ENDED 31 JULY 2019

## Note 12: TRUST FUND

Funds held at balance date over which the Shire has no control and which are not included in this statement are as follows:

Description	Opening Balance 1-Jul-19	Amount Received	Amount Paid	Closing Balance 31-Jul-19
	\$	\$	\$	\$
BCITF LEVY	-	0	0	0
BUILDERS REGISTRATION BOARD	242	493	247	488
HALL DEPOSITS	4,560	360	0	4,920
LANDCARE EOY BALANCE	75,515		75,515	0
NOMINATION DEPOSITS	-			0
RETENTIONS	5,938			5,938
ROADWORK/FOOTPATH BONDS	7,925			7,925
SUBDIVISION BONDS	64,910			64,910
SUNDRY ITEMS	255,760	7,835	0	263,595
VEHICLE LICENSE PLATES	-	0	0	0
EXTRACTIVE INDUSTRIES	174,042	0		174,042
PUBLIC OPEN SPACE	50,022			50,022
ALCOA WAROONA SUSTAINABILITY	1,952,864	0	50,000	1,902,864
	<b>2,591,776</b>	<b>8,688</b>	<b>125,761</b>	<b>2,474,704</b>

# Notes to the statement of financial activity

FOR THE PERIOD ENDED 31 JULY 2019

## 13 INFORMATION ON BORROWINGS

### (a) Debenture Repayments

		Principal 1-Jul-17	New Loans	Principal Repayments		Principal Outstanding		Interest Repayments		
				Actual \$	Budget \$	Actual \$	Budget \$	Actual \$	Budget \$	
Recreation & Culture										
	Basketball Stadium	117	81,888		14,328	81,888	67,560		5,078	
	Rec Centre Upgrade	120	109,651		20,265	109,651	89,386		4,091	
	Memorial Hall Upgrade	121	173,892		26,889	173,892	147,003		4,966	
			365,431		0	61,482	365,431	303,949	0	14,135

(SS) Self Supporting Loan

All debenture repayments are to be financed by General Purpose Revenue

### (b) New Debentures

There are no new debentures budgeted for in 2015/16



# Incident Management & Business Continuity Response Plan

Version 1.1 August 2019

Review date November 2020

Shire of Waroona



## Important

This document is a collection of information developed and maintained in readiness for use during an incident, particularly if the incident results in a disruption to business-as-usual activities.

The term 'Incident' can also be used to indicate a 'Disruption', 'Crisis', 'Disaster' or 'Emergency'.

This plan's main purpose is to offer guidance in restoring the Shire to an acceptable level of operation and ensure continuity of time-critical business activities following disruption.

### Plan Activation Decision

Will the incident:	Yes	No
Result in an unsafe workplace or negatively affect our community?		
Disrupt critical activities for more than one day or affect multiple sites?		
Cause property or environmental damage?		
If YES to any of the above, this plan is to be activated.		

During a disruptive incident, the Shire will seek to:

1. **Before all else, establish the safety and wellbeing of staff, visitors and the community.**
2. Restore time-critical business activities to acceptable levels within recovery time objectives.
3. Provide assurance to the community that the Shire's operations and service to residents remain strong and viable.
4. Provide regular, concise and meaningful communications internally and externally.
5. Work together as a team demonstrating the Shire's principles and values to swiftly return operations to normality.

### The Executive Management Team's main responsibilities include:

- Minimise the impact on the Shire's operations and public image. ☐
- Strategically manage the incident through strong organisational leadership. ☐
- Ensure that the recovery efforts have the necessary resources and support. ☐
- Set critical milestones and time frames for recovery. ☐
- Ensure that employees are fit for the role they're being asked to perform. ☐
- Delegate responsibility for managing Community donations and volunteer assistance. ☐

## Incident Leader and other Checklists begin on page 4

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## Document Control

Version	Date Revised	Revised By	Changes Made
1.0	April 2018	Michael Sparks LGIS	Initial Draft for consideration
1.1	August 2019	Manager Corporate Services Shire of Waroona	Final Draft adopted by Council

### Hard and soft Copies of this plan are located:

- Shire's Internal Intranet
- Synergy Records
- Incident Management Go Box (located in IT room)

# Checklists:

## 1. Emergency Response

Start logging  
all activities

Action	Delegated to:	Complete
Respond to audible and telecommunication alarms	Onsite Staff	Date & Time
Evacuate Building if required to do so	Wardens	Date & Time
Account for and verify staff support & wellbeing and safety	Wardens	Date & Time
Contact all off site staff (and neighbours if applicable). Advise them of the situation and what you want them to do.	Onsite Staff	Date & Time
Secure impacted sites where safe to do so	Wardens	Date & Time
Receive information from relevant sources (Internal, DFES, Police, Witnesses)	Chief Warden	Date & Time
Contain the problem where safe to do so / or relevant	Officers	Date & Time
Take appropriate safety precautions (e.g. turn off gas, water and electricity).	Officers	Date & Time

## 2. Plan Activation Procedures

\*It is essential that the Executive Management Team be informed of the incident as quickly as possible.

Have all members of the Executive Management Team and spokesperson been informed?		
Ian Curley (Chief Executive Officer) 0409 117 517	Yes	Date & Time
Laurie Tilbrook (Director Corporate Services) 0408 909 349	Yes	Date & Time
Louis Fouche' (Director Development Services) 0407 129 814	Yes	Date & Time
Patrick Steinbacher (Director Technical Services) 0428 273 838	Yes	Date & Time
Leonard Long (Exec. Manager Planning & Building Services) 0409 886 616	Yes	Date & Time
Ashleigh Nuttall (Manager Corporate Services) 0429 012 169	Yes	Date & Time
Murry Bracknell (Manager Works & Services) 0427 772 501	Yes	Date & Time
Cr Mike Walmsley (Shire President) 0419 946 426	Yes	Date & Time

Are there any Witnesses? Is there any Photographic evidence?

Incident Leader Checklist: Consider the following actions important:		
<p><b>Invoke this Response Plan if the incident could: <u>Result in an unsafe workplace, negatively affect our community, disrupt critical activities for more than one day, affect multiple sites, or cause property or environmental damage</u></b></p> <p>Convene the Executive Management Team to review the situation at a venue in the following order:</p> <ol style="list-style-type: none"> <li><b>Council Chambers</b></li> <li><b>Recreation Centre</b></li> <li><b>Community Centre meeting room</b></li> </ol>	<p><b>Executive Management Team Leader</b></p>	<p><b>Delegate responsibility to log all activities</b></p> <p>Date &amp; Time</p>
<p><b>Incident Control Centre:</b></p> <p>Agree <b>future</b> location and meeting times for convening the Executive Management Team</p> <p>Arrange access and teleconferencing facilities at Incident Control Centre.</p>	Delegated to:	Date & Time
<b>Start recording a log of all decisions, actions and issues</b>	Delegated to:	Date & Time
Notify Elected Members of incident & remind them of the Media Policy	Delegated to:	Date & Time
Determine Leadership Team roles and responsibilities	Delegated to:	Date & Time
Determine Support Staff roles and responsibilities (Listed below)	Delegated to:	Date & Time
Determine employee support & wellbeing requirements	Delegated to:	Date & Time
<p>Start recording an assessment of the situation:</p> <p>This is what we know.....</p> <p>This is what we don't know.....</p> <p>This is what we need you to do.....</p> <p>This is what we're going to do.....</p> <p>A more detailed assessment checklist can be found on the pages below.</p>	Delegated to:	Date & Time
<p><b>Delegate responsibilities for communications</b></p> <p><b><u>Appendix A – Communications Guidelines</u></b></p>	Delegated to:	Date & Time
Contact staff currently out of the office or on leave.	Delegated to:	Date & Time

Incident Leader Checklist: Consider the following actions important:		
Notify neighbours	Delegated to:	Date & Time
Ensure emergency funds are available if required	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>For a loss of (or access to) buildings / infrastructure / equipment, See: <a href="#">Scenario-Specific Checklist: Loss of (or access to) buildings / infrastructure / equipment</a></li> <li>For a loss of People, See: <a href="#">Scenario-Specific Checklist: Loss of People</a></li> <li>For a loss of IT or Communications, See: <a href="#">Scenario-Specific Checklist: Loss of IT or Communications</a></li> <li>For a loss of Supplier, See: <a href="#">Scenario-Specific Checklist: Loss of Supplier</a></li> </ul>	See Section 4: 'React'	
<b>Identify and Prioritise (Page 9)</b> <ol style="list-style-type: none"> <li>Time-Critical Business Functions</li> <li>Other activities now due for delivery</li> <li>All Upcoming Activities or Upcoming Events</li> </ol>	See: 'Time-Critical Business Functions' (Starting on Page 9)	

Additional Actions / Notes Log	Delegated to:	Complete
	Delegated to:	Date & Time
	Delegated to:	Date & Time

## Executive Management Team Deputies and Support

Name	Position	Contact	Alternate/Deputy	Contact
Ian Curley	Chief Executive Officer	0409 117 517	Laurie Tilbrook	0408 909 349
Laurie Tilbrook	Director Corporate Services	0408 909 349	Ashleigh Nuttall	0429 012 169
Louis Fouche'	Director Development Services	0407 129 814	Chris Dunlop	0408 901 855
Patrick Steinbacher	Director Technical Services	0428 273 838	Murry Bracknell	0427 772 501
Leonard Long	Exec Mgr. Planning & Building	0409 886 616	Chris Dunlop	0408 901 855
Murry Bracknell	Manager Works & Services	0427 772 501	Roger Cumbers	0488 149 895
Ashleigh Nuttall	Manager Corporate Services	0429 012 169	Kirsty Ferraro	0488 331 042
Sue Cicolari	Executive Support Officer	0419 240 297	Annette Mason / Nikki Colgan	0434 937 535
Kirsty Ferraro	Senior Finance Officer	0488 331 042	Kathy Simpson	0407 984 716
Vacant	Emergency Management Officer			
Shire of Murray	Ranger	9531 7776		
Sam Ledger / Kerry Bowditch	Environmental Health Officer	0447 013 722		



### 3. Assess

Assess the Situation
Describe what has happened:
What action has been taken so far?
What has changed / is changing?
Which areas are impacted, or may still become impacted?
What might happen next?
How long is this Incident likely to continue?
What actions should be taken immediately?
What's the desired realistic outcome?
Can we put plans in place to deal with any backlogs?
How often should the team meet?

Determine employee's support & wellbeing requirements:	Delegated to:	Complete
Set up an employee information line	Delegated to:	Date & Time
Monitor employee's medical & stress factors	Delegated to:	Date & Time
Engage external employee assistance program (EAP) Refer <a href="#">Key Contacts</a>	Delegated to:	Date & Time
Consider employee's family responsibilities	Delegated to:	Date & Time
If required, assist employees who may have increased medical requirements such as; those persons who may be pregnant, recently undergone an operation, disabled or frail.	Delegated to:	Date & Time
Set up a roster system and / or additional resources to manage workload	Delegated to:	Date & Time
Contact family or next of kin with assistance from employee assistance program or Police	Delegated to:	Date & Time
Organise refreshments, catering and toilet facilities	Delegated to:	Date & Time
Organise suitable transport arrangements for employees if required	Delegated to:	Date & Time
Organise temporary accommodation if required	Delegated to:	Date & Time
<b>Ensure regular updates and allocate responsibilities for updates.</b> <b>Methods:</b> Radio; Social Media; White Board, Bulletin board; Intranet; Internet; TV; Newspapers	Delegated to:	Date & Time

Identify and Prioritise (Below)
1. Time-Critical Business Functions
2. Other activities now due for delivery
3. All Upcoming Activities or Upcoming Events

## Time-Critical Business Functions

Critical Activities	Recovery Time Objective	Delegated to: Date & Time
Accident investigation and incident reporting	1	Delegated to: Date & Time
Building: Prioritised response to urgent building maintenance requests and inspections (safety)	1	Delegated to: Date & Time
Burials, burial register & liaison with Funeral Directors	1	Delegated to: Date & Time
Children's Playground safety	1	Delegated to: Date & Time
Contact all contractors to confirm if they have been affected by the incident	1	Delegated to: Date & Time
Contact Insurers (LGIS)	1	Delegated to: Date & Time
Customer Service –first point of contact (redirect main office numbers, set up new customer contact centre)	1	Delegated to: Date & Time
Delegated Authority Register	1	Delegated to: Date & Time
EHO: Reactive response to urgent EHO-related requests (mosquito or pest control, contamination, food control/handling, illnesses, etc)	1	Delegated to: Date & Time
Funding submissions	1	Delegated to: Date & Time
Geographic information: Spatial map production	1	Delegated to: Date & Time
Grounds maintenance	1	Delegated to: Date & Time
I.T.: Provision of information technology and communications systems to the organisation	1	Delegated to: Date & Time
Management of risk during the incident	1	Delegated to: Date & Time
Media liaison & official media releases	1	Delegated to: Date & Time
Payroll	1	Delegated to: Date & Time
Prepare the Recreation centre as an emergency evacuation centre	1	Delegated to: Date & Time
Rangers: Reactive response to urgent Ranger-related calls (Local Law enforcement, animal control, permits, litter control, parking, etc.)	1	Delegated to: Date & Time
Social Media – Facebook, Twitter and YouTube	1	Delegated to: Date & Time
Stakeholder communications including staff and elected members See 'Key Contact List'	1	Delegated to: Date & Time
Training in emergency management (inductions)	1	Delegated to: Date & Time
Undertake repairs, maintenance, cleaning of and arrange utilities to the Shire, including generators	1	Delegated to: Date & Time
Upcoming Events and Festivals	1	Delegated to: Date & Time
Waste and recycling management	1	Delegated to: Date & Time
Works: Reactive response to urgent drainage, road, traffic, tree, lighting, litter or verge requests	1	Delegated to: Date & Time
Fleet & plant management	3	Delegated to: Date & Time
Local & district emergency management Committee	3	Delegated to: Date & Time
Manage reticulation systems and bores	3	Delegated to: Date & Time
Parks and Gardens administration	3	Delegated to: Date & Time
Aquatic operations	5	Delegated to: Date & Time
Contract Administration	5	Delegated to: Date & Time
Employee and contractor inductions	5	Delegated to: Date & Time

Critical Activities	Recovery Time Objective	Delegated to: Date & Time
Employee inductions	5	Delegated to: Date & Time
Financial Services	5	Delegated to: Date & Time
Management and financial accounting	5	Delegated to: Date & Time
Newsletter	5	Delegated to: Date & Time
Preparation and management of tenders and contracts	5	Delegated to: Date & Time
Procurement and Tendering	5	Delegated to: Date & Time
Records Management including incoming and outgoing mail	5	Delegated to: Date & Time
Registration & distribution of incoming and outgoing hard copy and digital correspondence (mail)	5	Delegated to: Date & Time
Revenue control and funds management	5	Delegated to: Date & Time
Staff complaints and dispute handling	5	Delegated to: Date & Time
Certified & uncertified building permits, occupancy permits, planning applications and advice to customers on statutory or strategic planning matters	10	Delegated to: Date & Time
Legislative requirements relating to employment	10	Delegated to: Date & Time
Minutes and Agendas	10	Delegated to: Date & Time
Monitor septic tanks & caravan sewerage drop-points	10	Delegated to: Date & Time
Oversee and manage return to work programs	10	Delegated to: Date & Time
Payment of creditors	10	Delegated to: Date & Time
Rates	10	Delegated to: Date & Time
Recruitment, selection and retention of staff	10	Delegated to: Date & Time
Shire land holdings maintenance & inspections	10	Delegated to: Date & Time
Staff complaints and dispute handling	10	Delegated to: Date & Time
Street tree maintenance	10	Delegated to: Date & Time
Employee and Industrial relations	20	Delegated to: Date & Time
Invoicing and collection of charges	20	Delegated to: Date & Time
Staff training and development	20	Delegated to: Date & Time

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## Upcoming (Recurring) Activities and Events

COMPLIANCE CALENDAR			
ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
<b>Controlled Waste Tracking</b> Form entry	Environmental Protection Act 1986		As required
<b>Pool Barrier Inspections</b> Complete as required	Building Act 2011		As required
<b>Information Bulletin</b> Prepare and distribute to staff and councillors	Internal	N/A	Weekly
<b>Residential Household Waste Bin</b> Collection as per contract	Waste Avoidance & Resources Recovery Act 2007 Waste Avoidance & Recovery Regulations 2008	s50	Weekly
<b>Skip Bin Commercial</b> Collection as per contract	Waste Avoidance & Resources Recovery Act 2007 Waste Avoidance & Recovery Regulations 2008	s50	Weekly
<b>Fuel EOM</b>	Internal	N/A	Fortnightly
<b>Fuel Reconciliation</b>	Internal	N/A	Fortnightly
<b>Metro Count Data Collection</b>	Internal	N/A	Fortnightly
<b>Residential Household Recycling Bin</b> Collection as per contract	Waste Avoidance & Resources Recovery Act 2007 Waste Avoidance & Recovery Regulations 2008	s50	Fortnightly
<b>Corporate Services Meeting</b> Second Thursday of the month	Internal	N/A	Monthly
<b>Works &amp; Services Meeting</b> Monthly toolbox meeting	Internal	N/A	Monthly
<b>Accounts Cost Centre</b> End of month report	Internal	N/A	Monthly
<b>Cleanaway</b> Invoice check	Internal	N/A	Monthly
<b>Construction Accounts</b> End of month report	Internal	N/A	Monthly
<b>Customer Service Requests</b> Compile statistics	Internal	N/A	Monthly
<b>Emergency Services Levy</b> Complete Form B, Schedule 5 - ESL end of month Reconciliation Report Submit by 21 <sup>st</sup> day of each month. Remit funds to DFES	Fire & Emergency Services Authority of WA Act 1998 Department of Fire & Emergency Services Levy – Manual of Operating Procedures	s36U-X s5.11	Monthly
<b>Media Releases</b> Ensure Shire President (or a delegated officer) speaks on behalf of the Shire	Local Government Act 1995 Council Policy	S2.8 CORP005	Monthly
<b>Potable Water Sampling</b> Regulate	Health Act 1911		Monthly
<b>Weather Station Data Collection</b>	Internal	N/A	Monthly

## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
<b>Ordinary Council Meeting</b> Prepare and advertise agenda by the 3 <sup>rd</sup> Thursday of the month	Local Government Act 1995 Local Government Legislation Amendment Act 2019 Standing Orders Local Law Council Policy	s5.5 s5.96(1)(h)  2.2(d) CORP006	Monthly
<b>Ordinary Council Meeting</b> Arrange Public Question Time and Public Statement Time, if needed	Local Government Act 1995 Local Government (Administration) Regulations 1996 Standing Orders Local Law Council Policy	s5.24 Reg. 5-7  5.3 CORP008	Monthly
<b>Ordinary Council Meeting</b> Fourth Tuesday of the month	Local Government Act 1995 Standing Orders Local Law	s5.3(2) 1.0	Monthly
<b>Monthly Payment Listing</b> Endorsed by Council	Local Government Act 1995 Local Government (Financial Management) Regulations 1996	s6.4 Reg. 13	Monthly
<b>Monthly Statement of Financial Activity</b> Endorsed by Council	Local Government Act 1995 Local Government (Financial Management) Regulations 1996	s6.4 Reg. 34	Monthly
<b>Ordinary Council Meeting</b> Make unconfirmed minutes available for public inspection	Local Government Act 1995 Local Government Legislation Amendment Act 2019 Local Government (Administration) Regulations 1996	s5.94(n) s5.96(1)(f)  Reg. 29	Monthly
<b>Ordinary Council Meeting</b> Record true minutes of Council and Committees and bind in Minute Book for public record	Local Government Act 1995	s5.22	Monthly
<b>JANUARY</b>			
<b>Annual Budget Review</b> Complete and submit to DLGSC by 28 February	Local Government (Financial Management) Regulations 1996.	s33A	Annually
<b>Building Act</b> Appoint authorised officers	Building Act 2011	s96	Annually
<b>Car Hoist</b> Service/Compliance test – 4 tonne	Internal	N/A	Annually
<b>Caravan Parks &amp; Camping Act</b> Appoint authorised officers	Caravan Parks & Camping Act 1995	s17	Annually
<b>Compliance Audit Return</b> Commence Process. Due to Council in February. Due to DLGSC by 31 March.	Local Government Act 1995 Local Government (Audit) Regulations 1996	s7.13(1)(i) Reg. 13-15	Annually
<b>Control of Off-Road Vehicles Act</b> Appoint authorised officers	Control of Off-Road Vehicles Act 1978	s38(3)	Annually
<b>Dog Act</b> Appoint authorised officers	Dog Act 1976	s29(1)	Annually
<b>Drakesbrook Cemetery</b> Maintain registers and advice to Cemeteries Board	Cemeteries Act 1986	s32-33, s40-43	Annually



## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
<b>Financial Interest Register</b> Review and remove details of officers / elected members who are no longer relevant.	Local Government Act 1995	s5.88(3)	Annually
<b>Financial Systems</b> Review appropriateness of the financial management systems and processes	Local Government (Financial Management) Regulations 1996	S5(2)(c)	Every 3 years
<b>Gift Register</b> Update registers with new entries. Includes election and Christmas gifts and notifiable gifts.	Local Government Act 1995 Local Government Legislation Amendment Act 2019 Local Government (Administration) Regulations 1996	s5.62(2) s5.89A, s5.94(ba) Reg.34B	Annually
<b>Health Act</b> Appoint authorised officers	Health Act 1911	s26	Annually
<b>Local Government Act</b> Appoint authorised officers	Local Government Act 1995	s9.10	Annually
<b>Planning &amp; Development Act</b> Appoint authorised officers	Planning & Development Act 2005	s228, s230, s231, s234	Annually
<b>Primary (Financial) Returns</b> Due 3 months from swearing in of newly elected members. Due January. President to sign CEO's acknowledgement.	Local Government Act 1995	s5.76	Biennially
<b>Purchase &amp; Requisitions</b> Review listing and process of authorised officers. Due 30 June.	Local Government (Financial Management) Regulations 1996	Reg. 5	Annually
<b>Road Grading Programme</b>	Internal	N/A	Quarterly
<b>Volunteer Range Liaison Officer</b> Appoint authorised officer	Council Policy	COM010	Annually
<b>Working With Children</b> Ensure currency of assessment notices for all staff and volunteers employed to work with children	Working With Children (Criminal Record Checking) Act 2004	s22-24	Annually
<b>Australia Day Awards</b> Present at annual celebrations	Council Policy	COM003	Annually

## FEBRUARY

<b>Annual Budget</b> 6 month review adopted by Council. Submit to DLGSC by 31 March	Local Government (Financial Management) Regulations 1996	Reg. 33A	Annually
<b>Annual Electors' Meeting</b> Report to Council on outcomes	Local Government Act 1996 Council Policy	s7.13(1)(i) CORP007	Annually
<b>Compliance Audit Return</b> Adopted by Council. Submit to DLGSC by 31 March	Local Government Act 1995 Local Government (Audit) Regulations 1996	s7.13(1)(i) Reg. 13-15	Annually
<b>Electrical Tagging</b> Check and tag new	Australian Standard	AS/NZS376 02010	Quarterly
<b>Finance &amp; Audit Committee Meeting</b> 6 month budget review Compliance audit return	Local Government Act 1995  Local Government (Audit Regulations) 1996	s5.8, s6.2, s7.13(1)(i) Reg. 13-15  Reg. 33A	Annually

## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
	Local Government (Financial Management) Regulations 1996 Standing Orders Local Law Council Policy	20.0 FIN008	
<b>Fire Extinguisher</b> Biannual check	Australian Standard	AS/NZ1851	Biannually
<b>Fuel Tanks</b> Line testing	ATSM Standard	D4176	Biennially
<b>Local Emergency Management Arrangements</b> Review LEMA and contacts	Emergency Management Act 2005 Council Policy	s41 COM007	Annually
<b>Local Planning Scheme</b> Review every 5 years	Planning & Development (Local Planning Schemes) Regulations 2015	Clause 65	Every 5 years
<b>Public Health</b> Annual report on sanitary conditions of district and all works executed and proceedings taken by the Shire	Health Act 1911	s38	Annually
<b>Recreation &amp; Aquatic Centre Opening Hours</b> Advertise winter hours	Council Policy	COM022	Annually
<b>MARCH</b>			
<b>Annual Budget</b> Submit 6 month review to DLGSC by 31 March	Local Government (Financial Management) Regulations 1996	s33A	Annually
<b>Appointment of Auditor</b> Term of office	Local Government Act 1995	s7.6(1)	Every 5 years
<b>Asset Management Strategies &amp; Policy</b> Adopted by Council	Local Government Act 1995 Local Government (Administration) Regulations 1996 Council Policy	s5.56 Reg. 19C-D  CORP017, CORP018	Annually
<b>Asset Management Plan</b> Commence update	Local Government Act 1995 Local Government (Administration) Regulations 1996 Council Policy	s5.56 Reg. 19C-D  CORP017, CORP018	Annually
<b>Community Safety &amp; Crime Prevention Strategy</b> Adopted by Council	Local Government Act 1995 Council Policy	s5.56 COM002	Every 5 years
<b>Compliance Audit Return</b> Submit to DLGSC by 31 March	Local Government Act 1995 Local Government (Audit) Regulations 1996	s7.13(1)(i) Reg. 13-15	Annually
<b>Corporate Business Plan</b> Commence update	Local Government Act 1995 Local Government (Administration) Regulations 1996	s5.56 Reg. 19DA	Annually

## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
<b>Department of Transport</b> Renewal of agreement for the provision of licensing services	Road Traffic (Administration) Act 2008	s11	Every 3 years
<b>Economic Development Strategy</b> Adopted by Council	Local Government Act 1995 Council Policy	s5.56 COM002	Every 5 years
<b>Environmental Protection</b> Complete audit compliance report	Environmental Protection Act 1986		Annually
<b>Food Premises</b> Inspections	Health Act 1911		Annually
<b>Hazardous Substances Register</b> Commence audit of hazardous substances/chemical review for Council	Occupational Safety & Health Regulations 1996	Reg. 5.14	Annually
<b>Local Emergency Management Arrangements</b> Full review of LEMA	Emergency Management Act 2005 Council Policy	s42 COM007	Every 5 years
<b>Local Emergency Management Committee Meeting</b> Quarterly	Emergency Management Act 2005 Standing Orders Local Law Council Policy	s38  20.0 COM007	Quarterly
<b>Lodging Houses</b>	Health Act 1911		Annually
<b>Long Term Financial Plan</b> Commence update	Local Government Act 1995	s5.56	Annually
<b>Occupational Safety &amp; Health Committee Meeting</b> Review of occupational safety and health legislation in relation to risk register	Local Government Act 1995 Occupational Safety & Health Act 1984 Standing Orders Local Law Council Policy	s5.8 s19  20.0 CORP029	Quarterly
<b>Rates</b> Issue 4 <sup>th</sup> rate instalment notice	Local Government Act 1995 Council Policy	s6.45(1)(a) FIN017	Annually
<b>Road Funding Signs</b> Relocate	Internal	N/A	Annually
<b>Road Information Return</b> Complete	Internal	N/A	Annually
<b>Roads to Recovery</b> Quarterly report	National Land Transcript Act 2015		Quarterly
<b>Workforce Plan</b> Commence update	Local Government Act 1995	s5.56	Annually
<b>APRIL</b>			
<b>Council Elections</b> Confirm agreement for conduction of election	Local Government Act 1995	s4.20	Biennially
<b>Council Elections</b> Create election timeline	Local Government Act 1995	Part 4	Biennially
<b>Council Elections</b> Declaration requirements for electoral gifts for sitting members re-electing	Local Government (Electoral) Regulations 1996	Reg.30C	Biennially
<b>Councillor Representation</b> Arrange for ANZAC Day	Council Policy	COM001	Annually
<b>Fines, Penalties &amp; Infringement Notices</b> Provide written notice to the registry	Fines, Penalties & Infringement Notices Enforcement Act 1994	s13(2)	Annually

## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
<b>Groundwater Monitoring</b> At BRRDS	Licence	L6756/1996 /11	Biannually
<b>Risk Management Plan</b> Adopted by Council	Local Government Legislation Amendment Act 2019 Australian Standard Occupational Safety & Health Act 1984 Council Policy	s5.96(1)(e)  AS/NZ4360 s40  CORP020	Annually
<b>Road Grading Programme</b>	Internal	N/A	Quarterly
<b>Small Grants &amp; Awards Committee Meeting</b> Community Development Grants	Local Government Act 1995 Standing Orders Local Law Council Policy	s5.8 20.0 COM005	Annually
<b>MAY</b>			
<b>Corporate Business Plan</b> Adopted by Council	Local Government Act 1995 Local Government Legislation Amendment Act 2019 Local Government (Administration) Regulations 1996	s5.56 s5.96(1)(e)  Reg. 19CA, Reg. 19DA	Annually
<b>Drainage Asset Management</b> Update as required	Local Government Act 1995		Annually
<b>Electrical Tagging</b> Check and tag new	Australian Standard	AS/NZS376 02010	Quarterly
<b>Emergency Services Dinner</b> Hold annual civic reception	Council Policy	COM001, COM006	Annually
<b>Local Laws Review</b> Adopted by Council	Local Government Act 1995 Local Government Legislation Amendment Act 2019	s3.16 s1.7(a), s3.12(6)(c), s5.96(1)(b)	Annually
<b>Long Term Financial Plan</b> Adopted by Council	Local Government Act 1995 Local Government Legislation Amendment Act 2019	s5.56 s5.96(1)(e)	Annually
<b>Occupational Safety &amp; Health</b> Audit completion of one emergency drill or evacuation per building	Occupational Safety & Health Regulations 1996	Reg. 3.11	Annually
<b>Occupational Safety &amp; Health</b> Inducted contractor review	Local Government Act 1995		Annually
<b>Public Interest Disclosure</b> Review internal procedures to ensure consistency with PID guidelines	Public Interest Disclosure Act 2003	s23(2)	Biennially
<b>RAMM Road Asset</b> Update as required	Local Government Act 1995		Annually
<b>Rates</b> Submit pensioner rebate claim to the Office of State Revenue for rates and ESL rebate claims	Rates & Charges (Rebates and Deferrals) Act 1992	s16(1)	Annually
<b>Road Condition Survey</b> Complete	Local Government Act 1995		Every 3 years
<b>Technical Services Training Register</b> Update and bookings	Internal	N/A	Annually

## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
<b>Tenders</b> Review of tender contracts and prices	Local Government Act 1995	s3.57	Annually
<b>Workforce Plan</b> Adopted by Council	Local Government Act 1995 Local Government Legislation Amendment Act 2019	s5.56 s5.96(1)(e)	Annually
<b>JUNE</b>			
<b>Annual Budget</b> Last date for submissions	Council Policy	FIN008	Annually
<b>Annual Fire Hazard Reduction Notice</b> Gazette and advertisement to be included in local newspaper	Bush Fires Act 1964	s33(1)	Annually
<b>Annual Returns</b> Prepare councillor and senior staff memo and distribute	Local Government Act 1995	s5.76	Annually
<b>Corruption &amp; Crime Commission</b> Prepare annual report to commission on any reports made within the past financial year	Corruption & Crime Commission Guidelines		Annually
<b>Councillor Attendance Fees/Expenses</b> Arrange biannual payment	Local Government Act 1995 Local Government (Administration) Regulations 1996 Council Policy	s5.98 Reg. 31  CORP004	Biannually
<b>Fees &amp; Charges</b> Last date for submissions	Internal	N/A	Annually
<b>Fees &amp; Charges</b> Review	Local Government Act 1995  Council Policy	s6.16, s6.17(3), s6.19 FIN007	Annually
<b>Health &amp; Wellbeing Strategy</b> Adopted by Council	Local Government Act 1995 Public Health Act 2016 Council Policy	S5.56  COM002	Annually
<b>Local Emergency Management Arrangements</b> Appoint bush fire control officers	Bush Fires Act 1964 Council Policy	s38 COM007	Annually
<b>Local Emergency Management Arrangements</b> Submit annual report to district emergency management committee	Emergency Management Act 2005 Council Policy	s40  COM007	Annually
<b>Local Emergency Management Committee Meeting</b> Quarterly	Emergency Management Act 2005 Council Policy	s38 COM007	Quarterly
<b>Municipal Fund Transfers</b> Review officers authorised for incurring expenses and authorising payments	Local Government (Financial Management) Regulations 1996	Reg. 5, Reg. 11	Annually
<b>Occupational Safety &amp; Health Committee Meeting</b> Quarterly	Local Government Act 1995 Occupational Safety & Health Act 1984 Council Policy	s5.8 s19  CORP029	Quarterly
<b>Roads to Recovery</b> Quarterly report	National Land Transcript Act 2015		Quarterly
<b>JULY</b>			

## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
<b>Air Compressors</b> Service/Compliance test	Internal	N/A	Annually
<b>Council Elections</b> Last day for local governments to decide whether election will be a postal voting election	Local Government Act 1995	s4.20, s4.61	Biennially
<b>Council Elections</b> Review terms of reference for Council committees prior to re-establishment post election	Council Policy	CORP001	Biennially
<b>Emergency Services Levy</b> Complete Form A, Schedule 4 – ESL declaration of annual service levy billing	Fire & Emergency Services Authority of WA Act 1998 Department of Fire & Emergency Services Levy – Manual of Operating Procedures	Part 6A Division 5	Annually
<b>Emergency Services Levy</b> Complete Form C, Schedule 6 – ESL end of year reconciliation report. Complete Form E, Schedule 12 – Aged ESL rate debtors report	Fire & Emergency Services Authority of WA Act 1998 Department of Fire & Emergency Services Levy – Manual of Operating Procedures	s3	Annually
<b>Emergency Services Levy</b> Submit deferred interest claim to the Office of State Revue for rates and ESL deferred claims	Fire & Emergency Services Authority of WA Act 1998 Department of Fire & Emergency Services Levy – Manual of Operating Procedures	s16(1)	Annually
<b>Equal Employment Opportunity</b> Review management plan and submit to the Director EEO	Equal Employment Opportunity Act 1984	a145	Annually
<b>Finance &amp; Audit Committee Meeting</b> Budget discussion	Standing Orders Local Law Council Policy	20.0 FIN008	Annually
<b>Financial Returns</b> Follow up on annual financial returns	Local Government Act 1995	s5.76	Annually
<b>Freedom of Information</b> Review of Council's information statement and freedom of information processes	Freedom of Information Act 1992	s94-97	Annually
<b>Freedom of Information</b> Submit annual statistical data to the Commissioner	Freedom of Information Act 1992	s111(3)	Annually
<b>Leases</b> Agreements or arrangements of Council land as at 30 June. Land tax for Office of State Revue.	Land Tax Assessment Act 2002		Annually
<b>Public Interest Disclosure</b> Submit annual report to Commissioner	Public Interest Disclosure Act 2003	s23(1)(f)(i)	Annually
<b>Rates</b> Brochure including Shire President message and information to printer	Internal	N/A	Annually
<b>Regional Road Group Funding</b> Prepare applications (RRG, Black Spot, Commodity Route)	Internal	N/A	Annually



## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
<b>Road Grading Programme</b>	Internal	N/A	Quarterly
<b>Waste &amp; Recycling Local Government Census</b> Complete to access funding from Waste Avoidance and Resource Recovery Account	Waste Avoidance & Resources Recovery Act 2007		Annually
<b>Roads to Recovery</b> Input annual program	National Land Transcript Act 2015		Annually
<b>AUGUST</b>			
<b>Annual Budget</b> Adopted by Council	Local Government Act 1995 Local Government Legislation Amendment Act 2019 Local Government (Financial Management) Regulations 1996	s6.2 s5.96(1)(c)  Reg. 33	Annually
<b>Annual Budget</b> Submit to DLGSC within 30 days of Council adoption	Local Government Act 1995 Local Government (Financial Management) Regulations 1996	s6.2 Reg. 33	Annually
<b>Annual Report</b> Commence development	Local Government Act 1995	s5.53-5.55	Annually
<b>Council Elections</b> Advertise call for nominations between 56 <sup>th</sup> day and 45 <sup>th</sup> day	Local Government Act 1995	s4.47(1)	Biennially
<b>Council Elections</b> Review Elected Members Induction Manual	Internal	N/A	Biennially
<b>Council Elections</b> State wide public notice for close of enrolments	Local Government Act 1995	s4.39(1)	Biennially
<b>Council Elections</b> Close of electoral rolls at 5pm on the 50 <sup>th</sup> day	Local Government Act 1995	s4.39(1)	Biennially
<b>Disability Access Inclusion Plan</b> Publication of notice of plan and the report in the local newspaper. Statement for inclusion in Council's annual report.	Disability Services Act 1993 Disability Services Regulations 2004	s29(2) Reg. 9	Annually
<b>Electrical Tagging</b> Check and tag new	Australian Standard	AS/NZS376 02010	Quarterly
<b>Finance &amp; Audit Committee Meeting</b> Budget endorsement	Local Government Act 1995 Local Government (Financial Management) Regulations 1996 Standing Orders Local Law Council Policy	s5.8, s6.2 Reg. 33  20.0 FIN008	Annually
<b>Financial Returns</b> Submit returns. Due 31 August	Local Government Act 1995	s5.76	Annually
<b>Fire Extinguisher</b> Biannual check	Australian Standard	AS/NZ1851	Biannually
<b>Freedom of Information</b> Complete estimates	Freedom of Information Act 1992	s94-97	Annually
<b>Gantry</b> Service/Compliance test	Internal	N/A	Annually



## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
<b>Hard Refuse Collection</b>	Council Policy	WKS002	Biennially
<b>Library Statistics &amp; Financial Report</b> Submit to State Library of WA	State Library Board of WA Act 1951	Reg. 9	Annually
<b>Local Government Week</b> Arrange attendance for up to 4 councillors	Council Policy	CORP014	Annually
<b>Rates</b> Date of assessment	Local Government Act 1995 Local Government (Financial Management) Regulations 1996	s6.41(1) Reg. 56	Annually
<b>Rates</b> Ensure new financial year's rates are levied on the computer system after budget has been adopted	Local Government Act 1995 Local Government (Financial Management) Regulations 1996	Part 6 Reg. 5	Annually
<b>Rates</b> Rate database for brochure to printer	Internal	N/A	Annually
<b>Recreation &amp; Aquatic Centre Opening Hours</b> Advertise summer hours	Council Policy	COM022	Annually
<b>Special Council Meeting</b>	Local Government Act 1995	s5.3(1)	Annually
<b>Tenders</b> Annual gravel and limestone tenders. Annual bitumen, electrical, traffic and tree tenders. Annual waste collection tender. Annual BRRDS tender.	Local Government Act 1995	s3.57	Annually

## SEPTEMBER

<b>Age-Friendly Community Strategy</b> Adopted by Council	Local Government Act 1995 Council Policy	s5.56 COM002	Annually
<b>Annual Financial Statements Audit</b> Submit to auditors by 30 September	Local Government Act 1995	s6.4(3)(b)	Annually
<b>Annual Policy Manual Review</b> Commence review	Internal	N/A	Annually
<b>Annual Report</b> Send out memo for due dates	Internal	N/A	Annually
<b>Council Elections</b> Complete owners and occupiers roll before 36 <sup>th</sup> day	Local Government Act 1995  Local Government Legislation Amendment Act 2019	s4.40(2), s4.41(1), s5.94(s) s5.96(4)(b)	Biennially
<b>Council Elections</b> Complete consolidated roll by 22 <sup>nd</sup> day	Local Government Act 1995 Local Government (Elections) Regulations 1997	s4.23(1) Reg. 18	Biennially
<b>Council Elections</b> Investigate elected member training and organise requirements	Internal	N/A	Biennially
<b>Council Elections</b> Prepare for Special Council Meeting post elections (agenda and notice)	Local Government Act 1995	s5.3	Biennially
<b>Council Elections</b> Sign and submit electoral officers declaration	Local Government (Elections) Regulations 1997	Reg. 7	Biennially

## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
<b>Council Elections</b> Nominations open (8 day)	Local Government Act 1995	s4.49(a)	Biennially
<b>Delegations Register</b> Commence review of delegations to CEO and committees	Local Government Act 1995	s5.18, s5.46(3)	Annually
<b>Firebreak Maintenance</b> Complete	Internal	N/A	Annually
<b>Local Emergency Management Committee Meeting</b> Quarterly	Emergency Management Act 2005 Standing Orders Local Law Council Policy	s38  20.0 COM007	Quarterly
<b>Local Government Standards Panel</b> Annual report to include details of entries into the Register of Complaints	Local Government Act 1995	s5.52, s5.53, s5.121	Annually
<b>Occupational Safety &amp; Health</b> Construction safety management files	Internal	N/A	Annually
<b>Occupational Safety &amp; Health Committee Meeting</b> Quarterly	Local Government Act 1995 Occupational Safety & Health Act 1984 Standing Orders Local Law Council Policy	S5.8 S19 20.0 CORP028	Quarterly
<b>Rates</b> Draw incentive prizes	Council Policy	FIN015	Annually
<b>Rates</b> Issue 1 <sup>st</sup> rate instalment notice	Local Government Act 1995 Council Policy	s6.45(1)(a) FIN017	Annually
<b>Record Keeping Plan</b> Annual report to comply	State Records, Principals & Standards 2000	P. 6	Annually
<b>Roads to Recovery</b> Quarterly report	National Land Transcript Act 2015		Quarterly
<b>OCTOBER</b>			
<b>Christmas Items</b> Determine Christmas closure dates and councillor/staff Christmas function at Ordinary Council Meeting	Internal	N/A	Annually
<b>Council Committees</b> Appoint committees of Council	Local Government Act 1995 Council Policy	s5.10 CORP001	Biennially
<b>Council Elections</b> Last day for returning officer to give state wide notice of the election (19 <sup>th</sup> day)	Local Government Act 1995	s4.64(1)	Biennially
<b>Council Elections</b> Hold local government elections	Local Government Act 1995	s4.79	Biennially
<b>Council Elections</b> Advertise election results	Local Government Act 1995	s4.79	Biennially
<b>Council Elections</b> Send election report to minister	Local Government Act 1995	s4.79	Biennially
<b>Council Elections</b> Conduct elected member training	Internal	N/A	Biennially
<b>Election of Council Officers</b> Elect and swear in President, Deputy President and councillors	Local Government Act 1995 Council Policy	s2.11 CORP001	Biennially
<b>Fire Notices</b>	Bush Fire Act 1964	s17(8), s33	Annually

## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
Advertise prohibited burning times and fire break notices			
<b>First Aid Kits</b> Check and audit	Internal	N/A	Annually
<b>Food Act</b> Complete annual report for CEO	Food Act 2008	s121	Annually
<b>Gift Register</b> Send reminder memo to councillors pre-election period – regulations regarding electoral gifts – seek declarations	Local Government (Elections) Regulations 1997	Reg. 30B	Annually
<b>Groundwater Monitoring</b> At BRRDS	Licence	L6756/1996 /11	Biannually
<b>Next Year Dates</b> Decide following year's Ordinary Council Meeting dates	Internal	N/A	Annually
<b>Primary Returns</b> Seek from newly elected members. President to sign CEO's acknowledgement.	Local Government Act	s5.75	Biennially
<b>Record Keeping Plan</b> Review and submit to State Records Commission	State Records Act 2000 Council Policy	s28 CORP048	Annually
<b>Road Grading Programme</b>	Internal	N/A	Quarterly
<b>Staff Performance / Development Reviews</b> Review of CEO and staff	Local Government Act 1995 Council Policy	s5.38 HR017	Annually
NOVEMBER			
<b>Annual &amp; Primary Returns</b> All returns lodged under s5.75 or s5.76 and removal from register to be kept for 5 years after officer ceases to be councillor or designated employee	Local Government Act 1995	s5.88(4)	Annually
<b>Annual Christmas Function</b> Make arrangements and send invitations	Council Policy	CORP031	Annually
<b>Annual Communications &amp; Technology Allowance</b> Arrange payment of allowances	Local Government Act 1995 Local Government (Administration) Regulations 1996 Council Policy	s5.99 Reg. 34  CORP010; CORP045	Annually
<b>Annual Electors' Meeting</b> Arrange and publicly advertise	Local Government Act 1995 Standing Orders Local Law Council Policy	S5.29 21.1 CORP007	Annually
<b>Annual Electors' Meeting</b> Compile responses for public question time	Local Government Act 1995 Standing Orders Local Law Council Policy	s5.33 5.3, 21.1 CORP007	Annually
<b>Annual Financial Statements Audit</b> Adopted by Council	Local Government Act 1995 Local Government (Financial Management) Regulations 1996	s6.4 s51(1)	Annually
<b>Annual Financials</b> Make sure audited and CEO has signed off prior to inclusion in annual report	Local Government (Financial Management) Regulations 1996.	c51(1)	Annually
<b>Annual Policy Manual Review</b> Adopted by Council	Internal	N/A	Annually

## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
<b>Annual Report</b> Adopted by Council	Local Government Act 1995	s5.53-5.55	Annually
<b>Annual Report</b> Send copies to DLGSC, State Records – make available on Council website and at Council facilities	Local Government Act 1995	s5.53-5.55	Annually
<b>Code of Conduct</b> Review adopted by Council	Local Government Act 1995 Council Policy	s5.103 CORP050	Annually
<b>Council Donations</b> Arrange for payment of annual donations	Council Policy	COM004	Annually
<b>Council Elections</b> Destroy electoral material from election 4 years prior	Local Government (Elections) Regulations 1997 State Records Act 1996	Reg. 82(4)	Biennially
<b>Council Elections</b> Election report to minister for election of President and Deputy President	Local Government (Elections) Regulations 1997	Reg. 81	Biennially
<b>Council Elections</b> Review and update honour board as required	Internal	N/A	Annually
<b>Councillor Representation</b> Arrange for Remembrance Day	Council Policy	COM001	Annually
<b>Councillor &amp; Staff Photograph</b> Arrange photographer and take	Council Policy	CORP002	Biennially
<b>Delegations Register</b> Review adopted by Council	Local Government Act 1995	s5.46(2)	Annually
<b>Disability Access Inclusion Plan</b> Adopted by Council	Local Government Legislation Amendment Act 2019 Disability Services Act 1993 Council Policy	s5.96(1)(e) s28(7) COM002	Every 5 years
<b>Electrical Tagging</b> Check and tag new	Australian Standard	AS/NZS376 02010	Quarterly
<b>Equal Employment Opportunity</b> Review and provide annual report	Equal Employment Opportunity Act 1984	Part IX	Annually
<b>Ordinary Council Meeting Schedule</b> Obtain Council endorsement	Local Government Act 1995 Local Government (Administration) Regulations 1996	s5.29 Reg. 12	Annually
<b>Primary Returns</b> Acknowledge receipt of new elected member/s primary return	Local Government Act 1995	s5.75	Biennially
<b>Rates</b> Issue 2 <sup>nd</sup> rate instalment notice	Local Government Act 1995 Council Policy	s6.45(1)(a) FIN017	Annually
<b>Recognition of Councillor Service</b> Present gift to retiring councillors	Council Policy	CORP003	Biennially
<b>Road Assets &amp; Expenditure Report</b> Complete and submit to WALGA			Annually
<b>Small Grants &amp; Awards Committee Meeting</b> Australia Day awards	Local Government Act 1995 Standing Orders Local Law Council Policy	s5.8 20.0 COM003	Annually
<b>DECEMBER</b>			
<b>Annual Electors' Meeting</b>	Local Government Act 1995 Standing Orders Local Law	s5.27 5.3, 21.1	Annually

## COMPLIANCE CALENDAR

ACTIVITY DESCRIPTION	COMPLIANCE ACCOUNTABILITY LIST REF	SECTION	WHEN
To be held within 56 days of adoption of the annual report	Council Policy	CORP007	
<b>Annual Electors' Meeting</b> Make minutes available for public inspection	Local Government Act 1995 Local Government Legislation Amendment Act 2019	s5.94(o) s5.96(1)(g)	Annually
<b>Councillor Attendance Fees/Expenses</b> Arrange biannual payment	Local Government Act 1995 Local Government (Administration) Regulations 1996 Council Policy	s5.98 Reg. 31  CORP004	Biannually
<b>Local Emergency Management Committee Meeting</b> Quarterly	Emergency Management Act 2005 Standing Orders Local Law Council Policy	s38  20.0 COM007	Quarterly
<b>Metro Count RAMM Import</b>			Annually
<b>Municipal Heritage Inventory</b> Update annually. Requires adoption by Council. Review every 4 years after compilation	Heritage of WA Act 1990	s45(2)(a), s45(2)(b)	Annually
<b>Occupational Safety &amp; Health Committee Meeting</b> Quarterly	Local Government Act 1995 Occupational Safety & Health Act 1984 Standing Orders Local Law Council Policy	s5.8 s19  20.0 CORP029	Quarterly
<b>Office Closure</b> Advertise office closure between Christmas and New Years	Local Government Act 1995 Local Government (Administration) Regulations 1996	s5.25(1)(6) Reg. 12	Annually
<b>Ordinary Council Meeting Schedule</b> Advertise			
<b>Rates</b> Issue 3 <sup>rd</sup> rate instalment notice	Local Government Act 1995 Council Policy	s6.45(1)(a) FIN017	Annually
<b>Roads to Recovery</b> Quarterly report	National Land Transcript Act 2015		Quarterly
<b>Strategic Community Plan</b> Adopted by Council	Local Government Act 1995 Local Government Legislation Amendment Act 2019 Local Government (Administration) Regulations 1996 Council Policy	s5.56 s5.96(1)(e)  Reg. 19CA, Reg. 19C, Reg. 19D COM002	Biennially
<b>Volunteer Breakfast</b> Hold annual civic reception	Council Policy	COM001, COM006	Annually

\* Council Policies are also to be adhered to – see Shire of Waroona Council Policy Manual

## 4. React

Task	Delegated to:	Complete
<b>Record all decisions, actions and issues.</b>	Delegated to:	Date & Time
<b>Monitor ongoing staff support &amp; wellbeing requirements.</b>	Delegated to:	Date & Time
If relevant, ensure external & emergency agencies are involved in management of problem.	Delegated to:	Date & Time
<b>Determine a meeting venue &amp; call a <u>staff</u> meeting. Advise staff:</b>	Delegated to:	Date & Time
Appraisal of the situation & the scope of the incident: (This is what we know, this is what we don't know, this is what we need you to do and this is what we're going to do).	Delegated to:	Date & Time
Agree on reporting arrangements	Delegated to:	Date & Time
Remind them of the <b>Media Policy (not to talk to the Press)</b>	Delegated to:	Date & Time
Allocation of duties or who will be sent home <u>and why</u>	Delegated to:	Date & Time
Review of equipment & resource needs for continuity of services	Delegated to:	Date & Time
When the next communication can be expected and how it will be communicated	Delegated to:	Date & Time
<b>Make sure they understand:</b> Where they should go What they should do and how they should do it What they are allowed to say That their jobs are safe When they should come back to work	Delegated to:	Date & Time
<b>Consider and agree the following key actions:</b> <ul style="list-style-type: none"> <li>What is considered to be the recovery objective(s)</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Delegate authority for special responsibilities</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Assign operational responsibilities</li> </ul>	Delegated to:	Date & Time

Task	Delegated to:	Complete
<ul style="list-style-type: none"> <li>Assign salvage or restoration responsibilities</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Approve expenditure</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Delegate alternate actions for staff not affected by the incident</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Advise how and when future communications will take place:</li> </ul> <p>Radio; Social Media; White Board, Bulletin board; Intranet; Internet; TV; Newspapers</p> <p>When:</p>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Set the time, date &amp; venue for the next meeting</li> </ul>	Delegated to:	Date & Time
<p><b>Create a Communication Plan</b> for Councillors, Media, Regulators, other Stakeholders and Staff as required.</p> <p>(Refer <a href="#">Appendix A – Communications Guidelines</a>)</p>	Delegated to:	Date & Time
Other actions:	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time



## Scenario-Specific Checklists

### a) Loss of (or access to) buildings / infrastructure / equipment

Tasks: Loss of (or access to) buildings / infrastructure / equipment	Delegated to:	Complete
<p>If relocation is necessary; consider:</p> <p><b><u>Alternative Locations:</u></b></p> <ul style="list-style-type: none"> <li>▪ Community Centre</li> <li>▪ Recreation Centre *(If not being used as an evacuation centre)</li> <li>▪ Town Hall</li> <li>▪ Local School</li> <li>▪ Depot</li> <li>▪ Work from home</li> <li>▪ Other Local Governments</li> </ul> <p><b><u>Storage Locations:</u></b> Physical equipment;</p> <p><b>Contractors</b></p>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>• Consider how workstations &amp; communications for staff <b>relocating to other sites</b> will be established and allocated</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>• Staff travel arrangements to other sites</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>• Consider how staff working in shifts will be established and allocated (e.g. work two shifts of 5 hours rather than one shift of 8 hours)</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>• How workstations &amp; communications for staff <b>working from home</b> will be organised</li> <li>• </li> <li>• Note: staff working from home should be housed at the office 2 days per week wherever possible</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>• Other support areas to assist with relocation</li> <li>• </li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>• Familiarise staff with new arrangements and determine communication protocols</li> </ul>	Delegated to:	Date & Time
<p>Arrange security access controls for the <b>affected building</b></p>	Delegated to:	Date & Time

Tasks: Loss of (or access to) buildings / infrastructure / equipment	Delegated to:	Complete
Arrange security access controls for the <b>new building/s</b>	Delegated to:	Date & Time
Manage any new <b>OHS/Support &amp; wellbeing issues</b> that may arise either <ol style="list-style-type: none"> <li>During relocation or</li> <li>At the new building/s or</li> <li>With the use of new equipment</li> </ol>	Delegated to:	Date & Time
<b>Identify &amp; notify Key Contacts of amended working arrangements</b>	Delegated to:	Date & Time
<b>Create a Communication Plan</b> for Councillors, Media, Regulators, other Stakeholders and Staff as required. <b>(Refer <a href="#">Appendix A – Communications Guidelines</a>)</b>	Delegated to:	Date & Time
<b>Redirect:</b> Couriers, caterers, mail, milk, newspapers, phones, etc	Delegated to:	Date & Time
Identify necessary people & equipment requirements to maintain Time-Critical Activities	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>If possible, begin salvage or restoration activities</li> </ul>	Delegated to:	Date & Time
<b>Other:</b>	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time

## b) Loss of People

Tasks: Loss of People	Delegated to:	Complete
Determine the number of staff away, affected service areas and expected return dates	Delegated to:	Date & Time
Ensure the safety and wellbeing of remaining staff	Delegated to:	Date & Time
Identify Time-Critical deliverables due today or in the near future	Delegated to:	Date & Time
Determine the minimum number of staff required to continue operations and identify critical servicing and staffing gaps	Delegated to:	Date & Time
Consider how staff working in shifts will be established and allocated (e.g. work two shifts of 5 hours rather than one shift of 8 hours)	Delegated to:	Date & Time
Re-allocate critical activities to other <b>competent</b> staff	Delegated to:	Date & Time
Cease all non-critical activities (deferred activities) where appropriate	Delegated to:	Date & Time
In consultation with HR, notify / escalate to Health Department or Worksafe etc.	Delegated to:	Date & Time
Can temporary competent replacements be arranged: <b>From other business units?</b> <b>From other sources: Refer <u>Key Contacts</u></b> <ul style="list-style-type: none"> <li>Other Local Governments (Murray, Mandurah, Boddington, Harvey)</li> <li>Casuals</li> <li>Volunteers (SES, DFES, etc.)</li> <li>Existing contractors</li> <li>Recruitment agencies for Labour Hire (e.g. LoGo, WALGA)</li> <li>State Government Agencies</li> <li>Retired or former employees</li> </ul>	Delegated to:	Date & Time
<b>Ensure appropriate inductions, training and supervision is in place</b>	Delegated to:	Date & Time
<b>Create a Communication Plan</b> for Councillors, Media, Regulators, other Stakeholders and Staff as required. <b>(Refer <u>Appendix A – Communications Guidelines</u>)</b>	Delegated to:	Date & Time
<b>Identify &amp; notify Key Contacts of amended working arrangements</b>	Delegated to:	Date & Time
<b>Other:</b>	Delegated to:	Date & Time

### c) Loss of IT or Communications

Tasks: Loss of IT or Communications	Delegated to:	Complete
<b>Contact IT Contractor / Support to;</b>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Clarify the extent of the outage</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Identify staff able to assist the I.T. Contractors</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Clarify the extent of any data loss</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Determine restoration target timeframes</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Determine potential cause(s)</li> </ul>	Delegated to:	Date & Time
<b>Detail strategy and resources for recovery, including assistance from neighbouring local governments, responders, external contractors, suppliers, insurers and specialists:</b>	Delegated to:	Date & Time
<b>Invoke the I.T. Disaster Recovery Plan</b>	Delegated to:	Date & Time
<b>Consider:</b>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Deliverables due today or in the near future:</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Consider how workstations &amp; communications for staff <b>relocating to other sites or working from home</b> will be established and allocated</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Staff travel arrangements to other sites</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>If there has been a partial loss of IT or Communications, consider how staff working in shifts will be established and allocated (e.g. work two shifts of 5 hours rather than one shift of 8 hours)</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Manual procedures or workarounds to complete Critical Business Functions</li> </ul>	Delegated to:	Date & Time
Other productive activities not requiring I.T. or communications infrastructure	Delegated to:	Date & Time
<b>Identify &amp; notify Key Contacts of amended working arrangements</b>	Delegated to:	Date & Time
<b>Create a Communication Plan</b> for Councillors, Media, Regulators, other Stakeholders and Staff as required.  (Refer <a href="#">Appendix A – Communications Guidelines</a> )	Delegated to:	Date & Time
<b>Ensure ongoing interaction with appropriate IT Incident Management for regular updates and feedback</b>	Delegated to:	Date & Time
<b>Consider support &amp; wellbeing requirements of the I.T. Contractor</b>	Delegated to:	Date & Time
<b>Other:</b>	Delegated to:	Date & Time

d) Loss of Supplier

Tasks: Loss of Supplier	Delegated to:	Complete
<b>Contact the Supplier (where possible) and determine:</b> <ul style="list-style-type: none"> <li>The nature and extent of the incident</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Have operations ceased entirely, or is it limited?</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Restoration timeframes and clearance of backlogs (if applicable)</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Provision of any services / goods currently in transit</li> </ul>	Delegated to:	Date & Time
<b>Consider:</b> <ul style="list-style-type: none"> <li>Time-Critical activities that rely on this supplier</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Procurement Requirements Purchasing policy</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Length of time before these activities are impacted</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Alternative procedures</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Alternative suppliers / Other LG's</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Communication updates from the supplier if possible</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Assign someone to monitor &amp; communicate with the supplier</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Any legal / risk implications:</li> </ul>	Delegated to:	Date & Time
<b>Identify &amp; notify Key Contacts of amended working arrangements</b>	Delegated to:	Date & Time
<b>Create a Communication Plan</b> for Councillors, Media, Regulators, other Stakeholders and Staff as required. <b>(Refer <a href="#">Appendix A – Communications Guidelines</a>)</b>	Delegated to:	Date & Time
<b>Other:</b>	Delegated to:	Date & Time

## 5. Manage

The following is a basic standing agenda for each regular meeting. Incident-specific information should also be included where relevant.

Tasks	Delegated to:	Complete
<b>Arrange responsibilities for tasks &amp; determine target completion times</b>		
<b>Record all decisions, actions and issues.</b>	Delegated to:	Date & Time
<b>Monitor ongoing staff support &amp; wellbeing requirements</b>	Delegated to:	Date & Time
<b>Considerations to be discussed and actioned accordingly:</b>	Delegated to:	Date & Time
• Review effectiveness of recovery actions to date	Delegated to:	Date & Time
• Discuss any emerging issues or new information	Delegated to:	Date & Time
• Reassess resource requirements and capabilities	Delegated to:	Date & Time
• Review all working arrangements for affected areas	Delegated to:	Date & Time
• Review all Time-Critical business activities (achievement of Recovery Time Objectives)	Delegated to:	Date & Time
• Review existing / current workload and any backlogs	Delegated to:	Date & Time
• Review all outstanding Deferred Activities and arrange resumption	Delegated to:	Date & Time
• Assess any insurance implications	Delegated to:	Date & Time
• Set next meeting and venue	Delegated to:	Date & Time
Identify & notify Key Contacts of amended working arrangements	Delegated to:	Date & Time
Provide feedback, information, copies of communications & copies of logs to the Admin Support Team to ensure that an appropriate record of the incident is maintained	Delegated to:	Date & Time
Provide updates to impacted staff	Delegated to:	Date & Time
Release external communications if deemed appropriate	Delegated to:	Date & Time
Conduct site visits if deemed appropriate and safe	Delegated to:	Date & Time
Ensure all relevant stakeholders continue to be kept informed	Delegated to:	Date & Time
Continue to monitor Incident and issue instructions as appropriate	Delegated to:	Date & Time
Review status of Incident and scale down recovery as situation dictates	Delegated to:	Date & Time
Implement staff rotation / rostering	Delegated to:	Date & Time
<b>Other:</b>	Delegated to:	Date & Time

## 6. Recover

Tasks	Delegated to:	Complete
<b>Arrange responsibilities for tasks &amp; determine target completion times</b>		
<b>Record all decisions, actions and issues.</b>	Delegated to:	Date & Time
<b>Monitor ongoing staff support &amp; wellbeing requirements</b>	Delegated to:	Date & Time
<b>For review and agreement:</b> <ul style="list-style-type: none"> <li>Completed action items</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Recovery objectives</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Plans are in place to deal with any backlogs</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Communication to staff to recognise efforts</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Target date for completion of post incident review</li> </ul>	Delegated to:	Date & Time
<b>Provide copies of logs and decisions to Admin Officer for collation</b>	Delegated to:	Date & Time
<b>Undertake <u>post-incident review / debrief</u>, including:</b> <ul style="list-style-type: none"> <li>Communication within and between Executive Management Team and Support areas</li> <li>Effectiveness of communication with affected areas</li> <li>Cost of recovery arrangements and insurance offsets</li> <li>Effectiveness of recovery strategies</li> <li>Advice to external and internal customers</li> <li>Media arrangements</li> <li>Impact of incident on Shire's reputation</li> <li>Timeframes for tasks and achievement of target</li> <li>Impact on work flows of affected and interdependent areas</li> <li>Special staffing arrangements and acknowledgment of contributions.</li> <li>IT recovery arrangements.</li> </ul>	Delegated to:	Date & Time
<b>Present findings to the Audit Committee for review.</b>	Delegated to:	
<b>Celebrate achievements and anniversary of incident (if appropriate).</b>	Delegated to:	



# Key Contacts

## External Contacts

Company	Contact
Alinta Gas	13 13 52
APARC (Australian Parking and Revenue Control)	1300 307 441
Building Commission	1300 489 099
City of Mandurah	9550 3777
City of Bunbury	9792 7000
Department of Aboriginal Affairs	6551 8004
Department of Agriculture & Food	9690 2000
Department of Biodiversity, Conservation and Attractions	9219 9000
Department of Child Protection & Family Services	9621 0400
Department of Corrective Services	9622 0400
Department of Education WA	9264 4111
Department of Finance, Building Management & Works	9621 3077
Department of Fire & Emergency Services	9690 2300
Department of Health	9690 1300
Department of Housing	9690 1900
Department of Human Services	13 12 72 (Child)/13 11 58 (PPL)
Department of Immigration and Border Protection	13 18 81
Department of Local Government & Communities	6551 8700
Department of Parks & Wildlife	9621 3400 / 9290 6100
Department of LG, Sport & Cultural Industries	9690 2400
Department of Transport	13 11 56
Department of Water and Environmental Regulation (DWER)	6467 5200 / 5000
Dial Before You Dig	1100
Disability Services Commission	9621 2693
Heritage Council of WA	6551 8002
Horizon Power	13 13 51
Landgate	9273 7373
Main Roads Western Australia	9622 4777 / 13 81 38
Office of Transport Security	1800 075 001
Police – non emergency	13 13 14
Police, Fire, Ambulance	000
Public Transport Authority	9326 2000
Shire of Murray	9531 7777
Shire of Harvey	9729 0300
Shire of Boddington	9883 4999
St John Ambulance	9334 6789
State Administrative Tribunal (SAT)	9219 3111 / 1300 306 017
State Library of Western Australia	9427 3111

Company	Contact
Synergy	13 13 54
Tourism Council / Visitor Centre Association of WA	9417 0700
Treasury	9235 9100
Valuer General	9273 9170
Volunteer Bushfire Brigade	000
WALGA	9213 2000 / info@walga.asn.au
Waste Authority WA	9497 5321
Water Corporation	9622 4818 / 13 13 75
Western Power	13 13 51
WorkSafe: 1800 678 198 (24hrs serious incidents)	1300 307 877

## Contractors / Suppliers

Service	Contractor/Supplier	Contact	Number	Date & Time
Advertising	Harvey Waroona Reporter	Bethanie Christie	9729 1268	Date & Time
Aged Care Services	Senior Citizens Welfare	Yvonne Parker	9733 1956	Date & Time
Air conditioning	Curtis Electrical	Sharon Towns	9733 1200	Date & Time
Alarm repairs	Lockdown Security		9584 2926	Date & Time
Aquatic maintenance	N/A			Date & Time
Asbestos removal	Coastal Demolition / Tony Pisconeri		0408 886 069	Date & Time
Authority support	N/A			Date & Time
Banking	NAB Waroona	Harrena Platell	9733 7500	Date & Time
Bitumen supply & repair	Various			Date & Time
Building maintenance	Various			Date & Time
Building security	N/A			Date & Time
Bushcare	Waroona Landcare Centre	Colleen Archibald	9733 2577	Date & Time
Bush Fire Brigade	Waroona Fire & Emergency Services Brigade	CBFCO - John Twaddle Deputy CBFCO - Brian Beales	0417 974 611 0427 040 680	Date & Time
Bush Fire Brigade	Lake Clifton Bush Fire Brigade	Gareth Davies	0424 210 034	Date & Time
Bush Fire Brigade	Waroona West Bush Fire Brigade	Greg Lewis	0409 885 970	
Bush Fire Brigade	Preston Beach Bush Fire Brigade	Steve Thomas	0431 941 716	
Catering	Hairy Lentil	Mark Timms	0466 824 633	Date & Time
Catering	Drakesbrook Hotel Motel	Joe & Mario Angi	9733 1566	Date & Time
Catering	Pinjarra Bakery & Patisserie	Jodie Pantaleo	9733 2278	
CCTV cameras	Spyker Business Solutions	Paul	0417 959 786	Date & Time
Child Care Services	Waroona Child Care	Linda Lewis	9733 3040	Date & Time
Couriers	Waroona Courier Services	Sharon Williamson	0409 088 757	Date & Time
Drainage installation	Estuary Bobcats	Mick Fiorenza	9530 3721	Date & Time
Drainage maintenance	Works and Services	Murry Bracknell	0427 772 501	Date & Time
Drainage materials	Various			Date & Time
Electrical compliance	Curtis Electrical	Jason Curtis	9733 1200	Date & Time
Electrician-Automotive	Shift Engineering	Jason Pisconeri	0427 115 020	Date & Time
Electrician	Curtis Electrical	Sharon Towns	97331 200	Date & Time
Electrician	Rob Wheeler Electrical	Rob Wheeler	0427 664 519	Date & Time
Employee Assistance Program	LGIS Counselling Services		9483 8857 or 0428 430 394	Date & Time
Employer Association	WALGA		9213 2000	Date & Time

Service	Contractor/Supplier	Contact	Number	Date & Time
Environmental Health Officer	Shire of Murray	Kerry Bowditch and Samantha Ledger	0447 013 722	Date & Time
Equipment Hire	Various			Date & Time
Extruded kerbing	Estuary Bobcats	Mick Fiorenza	9530 3721	Date & Time
Fencing contractor	Plant Investments	Geoff Plant	0413 056 398	Date & Time
Fire Equipment Contractors	Bell Fire Equipment Co P/L	Natasha Rob	97256100	Date & Time
Fleet Maintenance	Various			Date & Time
Footpaths	Zig Zag Maintenance	Jeff Kirkhman	97331235	Date & Time
Fuel Supply	Puma Waroona		9733 1294	Date & Time
Funeral Directors	William Barrett and Sons	William Barrett	9722 5311	Date & Time
Glass repairs	Golden Glass	Kevin Raston	0429 040 929	Date & Time
GPS vendor	Various			Date & Time
HACC Home and Community Care	Quambie Park Community Care	Sharon James	9733 3660	Date & Time
Health Centre	Harvey Medical Group	Elisha Elliott	9733 3007	Date & Time
Health Centre	Pinjarra Doctors		9531 4286	Date & Time
Insurance	LGIS	Mark Southgate	9483 8888	Date & Time
Internet	Optus	Andy Mills	6262 7998	Date & Time
I.T.	Shire of Murray	Daniel Bingham	9531 7777	Date & Time
Labour Hire	LOGO Appointments Mandurah	Melissa Hanson	9584 2640	Date & Time
Landfill Contractors	Tony Pisconeri	Tony Pisconeri	0409 374 153	Date & Time
Legal advice	McLeods Solicitors		9383 3133	Date & Time
Legal support	McLeods Solicitors		9383 3133	Date & Time
Lions	Lions Club of Waroona	Mike Whitney	0407 080 671	Date & Time
Local newspaper	Drakesbrook Despatch	Mike Whitney	9733 2183	Date & Time
Locksmith	Mandurah Lock & Key		9535 5951	Date & Time
Mail	Waroona Post Office		9733 1238	Date & Time
Machinery Carting	Charles Hull Contracting		9782 6900	Date & Time
Mechanic	Rigg's Auto Centre	Rick Riggio	9733 1848	Date & Time
Mechanic	Waroona Tyre & Mechanical		9733 1007	Date & Time
Media Outlets – Newspaper	Harvey-Reporter	Bethanie Christie	9729 1268	Date & Time
Media Outlets – Newspaper	Mandurah Mail	Dale Evans	9550 2400	Date & Time
Media Outlets – Radio	Coast FM 97.3		9581 2666	Date & Time
Pest Control	Ausmic Pest Control		9725 7177	Date & Time
Pharmacy	Terry White Chemist Waroona		9733 1315	Date & Time

Service	Contractor/Supplier	Contact	Number	Date & Time
Pharmacy	Terry White Chemist Pinjarra		9531 2436	Date & Time
Plumbing	Woodbury Plumbing	Ryan Woodbury	0419 711 979	Date & Time
Plumbing	Watson Services WA	Jake Watson	0488 425 270	Date & Time
Printing supplier	A & L Printers		9721 1599	Date & Time
Printing supplier	Print Shop Bunbury		9721 7746	
Refuse / Recycling disposal	Buller Road Refuse Site		9733 3829	Date & Time
Respite Centre	Quambie Park		9733 1355	Date & Time
Road profiling and kerb grinding	Fulton Hogan	Peter Flurey	9724 5600	Date & Time
Road resurfacing	Fulton Hogan	Peter Flurey	9724 5600	Date & Time
Sporting clubs	Waroona Demon's Football & Netball Club	Shane Della Franca	9733 2053	Date & Time
Sporting clubs	Waroona Cricket Club	Adam Clancy	0419 924 251	Date & Time
Stationery	Waroona News power	Mark & Dot Harris	9733 1365	Date & Time
Stationery	Winc	Online	www.winc.com.au	
Stationery	Office Works	Online	www.officeworks.com.au	
Supermarkets	Waroona Supa IGA	Maddie Hunter	9733 1233	Date & Time
Supermarkets	Pinjarra Coles		9537 7800	Date & Time
Telecommunications	Optus	Andy Mills	6262 7998	Date & Time
Telstra Helpdesk	N/A			Date & Time
Tourism	Waroona Visitor Centre	Tracey Goldsworthy	9733 1506	Date & Time
Traffic Management	Wagerup Civil	Tamara Banks	9733 1333	Date & Time
Trees	Pete's Treeworx		0408 315 232	Date & Time
Tyres	Waroona Tyre & Mechanical		9733 1007	Date & Time
Vehicle Inspection – Heavy Vehicle	Mandurah Diesel's		9581 6572	Date & Time
Vehicle Towing	Riggs Auto Centre	Rick Riggio	0427 099 829	Date & Time
Vet	Waroona Vet Clinic	Frosina Duckin	9733 1356	Date & Time
Volunteer Marine Rescue	Mandurah Volunteer Marine Rescue		9535 4789	Date & Time
Waste/bins	Cleanaway		9550 4777	Date & Time
Worker's Compensation	LGIS		9483 8888	Date & Time

## Shire Recovery Information

### Equipment:

Shire of Waroona Details	Cumulative quantities required within ...				
	1 day	3 days	1 week	2 weeks	4 weeks
<b>Cumulative:</b>					
<b>Workstations / Laptops</b>	<b>5</b>	<b>6</b>	<b>8</b>	<b>10</b>	All
<b>Printers</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	All
<b>Phones / Mobiles</b>					All

Infrastructure, Plant and Equipment:	
Animal pound food & water	Shoring equipment and backhoe for burials
Banking Security Tokens (X2)	Spare batteries for radios
Bulletin board	Truck and vehicle keys
Car Mobile Charger	White board & markers
Local phone book	
Fuel	
Eftpos/Cash	
Mobile phone chargers	
Padlocks	
Pens, paper & stationery	
Safe	

### Other Requirements:

Incident Box (Vital documentation):	
Item	Item
Incident Management Business Continuity Response Plan	
Incident Management & Business Continuity Procedures Manual	
Pens, Paper & Stationery	
Power Cords for Phones	
Cat Cables for Network Connection	
Hi-Vis Vests	
Spare Phone Chargers – Multi Brand	
Extension cords and power boards	
First Aid Kit	



Name of I.T. system / application	Recovery Time (Days)
Internet	1
Synergy	1
MS Office	1
MS Outlook	1
GIS	1



## Appendix A – Communications Guidelines

### Sample Communications Template

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

- **this is what we know** \_\_\_\_\_
- **this is what we don't know** \_\_\_\_\_
- **this is what we are doing** \_\_\_\_\_
- **this is what we want you to do** \_\_\_\_\_

### Communications Team Responsibilities

**ONLY** an authorised spokesperson may speak to the media.

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

## Verify the Incident

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

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

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

### Notification Chart

Internal Audience	Mode of delivery, release date and time	Likely questions
<b>Councillors</b>	Face-to-face / phone call / e-mail / Conference call	What has happened? What is the impact? How have you responded? What is the status of your recovery?
<b>Employees</b>		Where should we go? What should we do? How do we do it? What are we allowed to say? Will I get paid? Is my job safe? When do I come back to work?
<b>Employee's family</b>		Are they safe?
<b>Executive Management Team</b>		What has happened? What is the impact? How should we respond?
<b>Other?</b>		
<b>Other?</b>		
External Audience	Mode of delivery, release date and time	Likely questions
<b>Community</b>	Face-to-face / phone call / Social Media / e-mail / Conference call / website / radio bulletin / press release	Will you be in a position to provide the services I require?
<b>DFES / SES / WA Police</b>		
<b>Media: local, regional and national</b>		What is the impact? How many casualties?
<b>Public</b>		
<b>Stakeholders</b>		
<b>Contractors / Suppliers</b>		Will my bills be paid?
<b>EAP Provider</b>		
<b>Regulators</b>		Are all relevant rules and regulations being adhered to?
<b>Other?</b>		
<b>Other?</b>		

### Message Mapping - Example

<b>Stakeholders:</b> e.g. Community, employees, clients, customers & shareholders	
<b>Core Message 1</b>	
<p>At 2am on Tuesday 23 January 2019, a contractor .....</p> <p>Police have confirmed that a male of approximately 25 years of age .....</p> <p>.....was discovered by workers this morning at approximately 6.30am.</p> <p>this is what we know</p>	
<b>Supporting core message 1</b>	<b>Evidence</b>
<p>It is not known why the contractor was on site at 2am ...</p> <p>this is what we don't know</p>	<p><b>A:</b> Questioned staff</p> <p><b>B:</b> Interviewed the witness</p> <p><b>C:</b></p>
<b>Information Supporting the core message 1</b>	<b>Evidence</b>
<p>We have contacted ...</p> <p>this is what we are doing</p>	<p><b>A:</b></p> <p><b>B:</b></p> <p><b>C:</b></p>
<b>Information Supporting the core message</b>	<b>Evidence</b>
<p>If anyone has any information ...</p> <p>this is what we want you to do</p>	<p><b>A:</b></p> <p><b>B:</b></p> <p><b>C:</b></p>
<b>Delivery Method:</b> CEO: Verbal interview with reporter at 11am.	



Use the Event Log to record information, decision and actions

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## Appendix C – Business Activities

Service Area	Activity	Delegated to: Date & Time
Aquatic	Aquatic operations (pool quality, cleanliness, etc.)	Delegated to: Date & Time
Aquatic	Aquatic centre administration	Delegated to: Date & Time
Aquatic	Kiosks	Delegated to: Date & Time
Arts & Culture	Managing Shire art collection	Delegated to: Date & Time
Building maintenance	Prioritised response to urgent building maintenance requests (safety)	Delegated to: Date & Time
Building maintenance	Supervision of contractors	Delegated to: Date & Time
Building maintenance	Preparation and management of tenders and contracts	Delegated to: Date & Time
Building maintenance	Routine building maintenance & inspections	Delegated to: Date & Time
Building Services	Process, assess and determine building applications.	Delegated to: Date & Time
Building Services	Building control and enforce compliance with building related legislation and statutory requirements.	Delegated to: Date & Time
Building Services	Provide comments and issue clearances on applications for strata subdivisions.	Delegated to: Date & Time
Building Services	Provide advice to customers on statutory building matters.	Delegated to: Date & Time
Building Services	Undertake capital building projects.	Delegated to: Date & Time
Building Services	Undertake repairs, maintenance, cleaning of and arrange utilities to the Shire.	Delegated to: Date & Time
Building Services	Shire land holdings maintenance & inspections	Delegated to: Date & Time
Building Services	Certified building permits.	Delegated to: Date & Time
Building Services	Uncertified building permits.	Delegated to: Date & Time
Building Services	Occupancy permits	Delegated to: Date & Time
Cemetery	Burials, burial register & liaison with Funeral Directors	Delegated to: Date & Time
Communications	Media liaison & official media releases	Delegated to: Date & Time
Communications	Stakeholder communications including staff and elected members	Delegated to: Date & Time
Community	Community education programs	Delegated to: Date & Time
Community Events	Youth Arts Projects	Delegated to: Date & Time
Community Events	Upcoming Events and Festivals	Delegated to: Date & Time
Community Services	HACC services – meals on wheels, in-home support, day centre activities, transport, social support	Delegated to: Date & Time
Community Services	Programs – Disability, Youth including Youth Advisory Committee, Volunteers, Multicultural	Delegated to: Date & Time
Community Services	Senior Citizen Centres – Coordinators	Delegated to: Date & Time
Community Services	Community Housing	Delegated to: Date & Time
Corporate Services	Procurement and Tendering	Delegated to: Date & Time
Corporate Services	Contract Administration	Delegated to: Date & Time
Corporate Services	Aged Care	Delegated to: Date & Time

Service Area	Activity	Delegated to: Date & Time
Corporate Services	Grants	Delegated to: Date & Time
Corporate Services	Customer Service (redirect main office numbers, set up new customer contact centre)	Delegated to: Date & Time
Corporate Services	Governance	Delegated to: Date & Time
Corporate Services	Risk Management	Delegated to: Date & Time
Corporate Services	Management Agreements	Delegated to: Date & Time
Councillor Support	Administrative support to Councillors and CEO	Delegated to: Date & Time
Councillor Support	Minutes and Agendas	Delegated to: Date & Time
Councillor Support	Interests & Disclosures	Delegated to: Date & Time
Councillor Support	Corporate Reporting	Delegated to: Date & Time
Councillor Support	Councillor Conference/ Event Attendance	Delegated to: Date & Time
Economic Development	Economic Development Plan	Delegated to: Date & Time
Economic Development	Advocacy for economic development	Delegated to: Date & Time
Economic Development	Funding submissions.	Delegated to: Date & Time
Emergency	Prepare the Recreation Centre for use as an emergency evacuation centre	Delegated to: Date & Time
Emergency	Initiate natural hazard procedures	Delegated to: Date & Time
Emergency	Training in emergency management practices and response	Delegated to: Date & Time
Emergency	Local & district emergency management committee	Delegated to: Date & Time
Emergency	Education programs	Delegated to: Date & Time
Emergency	Bushfire mitigation	Delegated to: Date & Time
Engineering Services	Road and Footpath Construction / Maintenance	Delegated to: Date & Time
Engineering Services	Drainage Construction / Maintenance	Delegated to: Date & Time
Engineering Services	Reactive response to urgent drainage road, tree or verge requests	Delegated to: Date & Time
Engineering Services	Development Application Assessment	Delegated to: Date & Time
Engineering Services	Crossover and Verge Bond Administration	Delegated to: Date & Time
Engineering Services	Street Lighting	Delegated to: Date & Time
Engineering Services	Foreshore Boating Facility	Delegated to: Date & Time
Engineering Services	Construction and Maintenance	Delegated to: Date & Time
Engineering Services	Graffiti Management	Delegated to: Date & Time
Engineering Services	Fleet and Plant Management	Delegated to: Date & Time
Engineering Services	Traffic Management/Road Projects	Delegated to: Date & Time
Engineering Services	Engineering Administration	Delegated to: Date & Time
Environmental Health	Food Control/Handling	Delegated to: Date & Time
Environmental Health	Public Buildings and Public Swimming Pools	Delegated to: Date & Time
Environmental Health	Development Approvals	Delegated to: Date & Time
Environmental Health	Reactive response to urgent EHO-related requests	Delegated to: Date & Time
Environmental Health	Mosquito Control	Delegated to: Date & Time
Environmental Health	Pest Control	Delegated to: Date & Time
Environmental Health	Waste Management	Delegated to: Date & Time
Environmental Health	Emergency Management	Delegated to: Date & Time
Environmental Health	Industrial Area Inspections	Delegated to: Date & Time



Service Area	Activity	Delegated to: Date & Time
Environmental Health	Contaminated Sites	Delegated to: Date & Time
Environmental Health	Immunisation	Delegated to: Date & Time
Environmental Health	Health Promotion	Delegated to: Date & Time
Finance	Payment of creditors	Delegated to: Date & Time
Finance	Invoicing and collection of charges	Delegated to: Date & Time
Finance	Payroll	Delegated to: Date & Time
Financial Services	Management Accounting	Delegated to: Date & Time
Financial Services	Financial Accounting	Delegated to: Date & Time
Financial Services	Revenue Control	Delegated to: Date & Time
Financial Services	Rates	Delegated to: Date & Time
Financial Services	Financial Services for Aged Care and Child Care	Delegated to: Date & Time
Financial Services	Contact Insurers (LGIS)	Delegated to: Date & Time
Financial Services	Funds Management	Delegated to: Date & Time
Gardens and Landscaping	Landscaped Road Reserve Maintenance	Delegated to: Date & Time
Gardens and Landscaping	Soft Landscape Maintenance in Building Surrounds and Carparks	Delegated to: Date & Time
Gardens and Landscaping	Landscape Design and Construction Services	Delegated to: Date & Time
General	Contact all contractors to confirm whether they have been affected by the incident.	Delegated to: Date & Time
Geographic Information	Spatial Systems Management	Delegated to: Date & Time
Geographic Information	Map Production Management	Delegated to: Date & Time
Geographic Information	Infrastructure Asset Management (Roads, Drainage, Footpaths, Parks, Signage, Street Trees, Street Furniture)	Delegated to: Date & Time
Geographic Information	Land/Property Data Management	Delegated to: Date & Time
Geographic Information	Waste Request System Management	Delegated to: Date & Time
Geographic Information	GPS Fleet Systems Management	Delegated to: Date & Time
Governance	Local Laws	Delegated to: Date & Time
Governance	Policy	Delegated to: Date & Time
Governance	Compliance	Delegated to: Date & Time
Governance	Elections	Delegated to: Date & Time
Governance	Disclosure of Gifts	Delegated to: Date & Time
Governance	Delegated Authority Register	Delegated to: Date & Time
Governance	Citizenship Ceremony	Delegated to: Date & Time
Grants Management	Acquittal facilitation	Delegated to: Date & Time
Human Resources	Employee inductions	Delegated to: Date & Time
Human Resources	Staff development	Delegated to: Date & Time
Human Resources	Workforce planning	Delegated to: Date & Time
Human Resources	Legislative requirements relating to employment	Delegated to: Date & Time
Human Resources	Staff complaints and dispute handling	Delegated to: Date & Time
Human Resources	Staff recruitment & selection	Delegated to: Date & Time
Human Resources	Employee and Industrial relations	Delegated to: Date & Time

Service Area	Activity	Delegated to: Date & Time
Human Resources	Staff training and development	Delegated to: Date & Time
Information Services	Network Infrastructure	Delegated to: Date & Time
Information Services	Freedom of Information Coordination	Delegated to: Date & Time
Information Technology	Provision of information technology and communications systems to the organisation	Delegated to: Date & Time
Information Technology	Security of critical applications and data	Delegated to: Date & Time
Information Technology	IT Contracts management/renewal	Delegated to: Date & Time
Landfill operations	Waste and recycling management	Delegated to: Date & Time
Landfill operations	Management of controlled waste disposal	Delegated to: Date & Time
Landfill operations	Monitor septic tanks & caravan sewerage drop-points	Delegated to: Date & Time
Library Services	Management of Libraries	Delegated to: Date & Time
Library Services	Children's and Adult Activities	Delegated to: Date & Time
Library Services	Events and Talks	Delegated to: Date & Time
Library Services	Onsite Internet/PC Service	Delegated to: Date & Time
Library Services	Wi-Fi service at Library	Delegated to: Date & Time
OH&S	Occupational Health and Safety Committee Meetings	Delegated to: Date & Time
OH&S	Accident investigation and incident reporting	Delegated to: Date & Time
OH&S	Oversee and manage return to work programs	Delegated to: Date & Time
Operations	Manage reticulation systems and bores	Delegated to: Date & Time
Operations	Private Works	Delegated to: Date & Time
Organisational Development	Business Analysis	Delegated to: Date & Time
Organisational Development	Building organisational alignment, process improvement and embedding best practice	Delegated to: Date & Time
Organisational Development	Coordinate implementation of improvements and change management	Delegated to: Date & Time
Parks and Gardens	Turf Maintenance (Golf Courses, Tennis Courts, Cricket)	Delegated to: Date & Time
Parks and Gardens	Street Tree Maintenance	Delegated to: Date & Time
Parks and Gardens	Passive and Active Grounds Maintenance	Delegated to: Date & Time
Parks and Gardens	Parks and Gardens Administration	Delegated to: Date & Time
Parks, Gardens & Reserves	Litter control (needle disposal, fish cleaning facilities)	Delegated to: Date & Time
Planning Services	Process, assess and determine planning applications for change of use and new developments.	Delegated to: Date & Time
Planning Services	Planning control and enforce compliance with planning related legislation and statutory requirements.	Delegated to: Date & Time
Planning Services	Comments and clearances on applications for freehold titles, survey strata, strata subdivisions and amalgamations.	Delegated to: Date & Time
Planning Services	Advice to customers on statutory or strategic planning matters.	Delegated to: Date & Time
Plant and Fleet Services	Plant and equipment maintenance	Delegated to: Date & Time

Service Area	Activity	Delegated to: Date & Time
Plant and Fleet Services	Vehicle fleet management	Delegated to: Date & Time
Plant and Fleet Services	Procurement of plant, equipment, and fleet.	Delegated to: Date & Time
Public Relations	Advocacy	Delegated to: Date & Time
Public Relations	Social Media – Facebook, Twitter and YouTube	Delegated to: Date & Time
Public Relations	Monthly Advertorial	Delegated to: Date & Time
Public Relations	Newsletter	Delegated to: Date & Time
Public Relations	Budget Bulletin	Delegated to: Date & Time
Public Relations	Annual Report	Delegated to: Date & Time
Public Relations	Civic Speeches	Delegated to: Date & Time
Public Relations	Communication Plans	Delegated to: Date & Time
Ranger	Animal control	Delegated to: Date & Time
Ranger	Reactive response to urgent Ranger-related calls (Local Law enforcement, animal control, litter control, parking, etc.	Delegated to: Date & Time
Ranger	Permits issued under Local Laws	Delegated to: Date & Time
Ranger	Assist with provision of bushfire mitigation	Delegated to: Date & Time
Ranger	Community education programs	Delegated to: Date & Time
Rangers & Security Services	Security Watch - 24 Hour Security Patrols, Holiday Watch Program and Security Appraisals	Delegated to: Date & Time
Records Management	Registration & distribution of incoming and outgoing hard copy and digital correspondence (mail)	Delegated to: Date & Time
Records Management	Registration of building and planning applications	Delegated to: Date & Time
Records Management	Filing, retrieving and archiving of files	Delegated to: Date & Time
Records Management	Disposal of records according to legislation	Delegated to: Date & Time
Records Management	Freedom of Information requests	Delegated to: Date & Time
Recreation	Utilisation of the Recreation centre as an emergency evacuation centre	Delegated to: Date & Time
Recreation	Roster beach lifeguards	Delegated to: Date & Time
Recreation Facilities	Gym, group fitness, swim school, sauna /spa, parties and events and disability access	Delegated to: Date & Time
Recreation Facilities	Sports centre, function suite	Delegated to: Date & Time
Recreation Facilities	Birthday parties, monthly events, playgroup visits	Delegated to: Date & Time
Recreation Services	Community Leases/Agreements with community not-for-profit organisations/ sporting clubs for the ongoing use of buildings and facilities	Delegated to: Date & Time
Recreation Services	Children's Playground Replacement	Delegated to: Date & Time
Recreation Services	Club Development Program (joint initiative)	Delegated to: Date & Time
Recreation Services	Reserve and Facility hire – seasonal and casual	Delegated to: Date & Time
Recreation Services	Events / Festivals	Delegated to: Date & Time
Recreation Services	Citizenship Ceremonies	Delegated to: Date & Time
Shire Administration	Management of leases associated with Shire owned land & facilities	Delegated to: Date & Time
Statutory Land Use Planning	State Administrative Tribunal reviews & responses	Delegated to: Date & Time
Strategic Planning Projects	Undertake and implement key Shire strategic projects	Delegated to: Date & Time

Service Area	Activity	Delegated to: Date & Time
Strategic Planning Projects	Manage commercial leases of the Shire's properties.	Delegated to: Date & Time
Tourism and Promotion	Contribute to marketing and promotion of the area	Delegated to: Date & Time
Waste & Recycling	Contracted waste and recycling collection	Delegated to: Date & Time
Waste & Recycling	Contract renewals	Delegated to: Date & Time
Waste & Recycling	Waste and recycling promotion & education	Delegated to: Date & Time
Waste & Recycling	Complaints and missed bins	Delegated to: Date & Time
Waste & Recycling	Illegal dumping	Delegated to: Date & Time
Youth	Consultation with youth groups	Delegated to: Date & Time

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# Incident Management & Business Continuity Procedures Manual

August 2019

Review Date November 2020

## Shire of Waroona



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## Document Control

Version	Date Revised	Revised By	Changes Made
0.1	April 2018	LGIS	Initial Draft for consideration
1.1	August 2019	Shire of Waroona	Final Draft

# Introduction

This Manual is designed to provide the management and staff of the Shire of Waroona ("the Shire") with the information and tools necessary for a robust and effective Incident and Business Continuity Management (BCM) Framework ("Framework").

Its aim is the delivery of a standardised, consistent approach to Incident and Business Continuity Management, whilst providing a best practice methodology that fits within the Shire's overarching Risk Management Framework.

This document sets out the governance framework to ensure a sustainable state of preparedness and the management principles to be followed should any incident cause, or threaten to cause, serious impact to the operations of the Shire.

It provides a process to facilitate organised decision-making in the event of a major incident that might otherwise be chaotic, to:

- Protect safety of staff, visitors and the community.
- Provide flexible responses to a variety of incidents.
- Assist decision making in a potentially uncertain and stressful environment.
- Manage and minimise the consequence of incidents to the Shire's operations.

The Shire of Waroona '**Incident Management & Business Continuity Plan**', developed in conjunction with this Framework Manual, documents the response strategies to be followed by the Shire of Waroona to respond, recover, resume and restore to a pre-defined level of operation following disruption.

## Scope

The Shire should maintain an up-to-date and fit-for-purpose Incident Management & Business Continuity Response Plan. Each Business Unit should also ensure their individual Business Continuity Planning remains up-to-date and fit-for-purpose.

Business Continuity should form part of every project and at all stages of a Change Management Process within the Shire in order to mitigate any associated risks.

The impact of a project upon existing Business Continuity arrangements and any Change Management Processes must include an element of Business Continuity Management to ensure their effects are incorporated into recovery arrangements and requirements.

Consequently, the procedures in this manual apply to all areas under the control of the Shire.

Emergency Response procedures such as evacuation and associated activities are considered under Occupational Health & Safety constraints and consequently do not fall within scope. The Business Continuity Plans will however provide information of current procedures for reference purposes.

## Assumptions

Business Continuity Management principles assume that all external hazard management agencies respond as per normal.

# Incident Management

The Shire defines a serious incident (or Crisis) as an event that:

- Threatens the health and safety of staff, visitors and/or community and/or;
- Has the potential to disrupt critical activities for more than one business day and/or;
- Crosses over the responsibilities of more than one Business Unit.

Incident events may result from single or multiple events; be accidental, intentional or an act of nature; occur suddenly or have an extended lead time.

It is important to note that incident response and incident management is dictated by the impact the event has or may have on the Shire and not by the event itself. The Shire's Incident Management & Business Continuity Plan extends this principle to respond to the following impacts;

- Loss of (or access to) buildings or infrastructure
- Loss of IT & communication systems, applications or networks (including data)
- Loss of key staff
- Loss of key suppliers

Therefore, during any Incident event the Shire will seek to:

- **Before all else**, establish the safety and wellbeing of staff, visitors and the community.
- Provide assurance to the community that the Shire's operations and service to residents remain strong and viable.
- Provide regular, concise and meaningful communications internally and externally.
- Work together as a team demonstrating the Shire's principles and values to swiftly return the impacted Business units to normality.

Incident / Crisis Management is a scalable cyclical process, of which there are four generic phases.



**Flexibility is required at all times.**

Within the Incident Management Cycle, it is appropriate to continually re-**assess** the situation and modify the response, which will result in a different set of **reactions**, and tasks to **manage** the incident, leading to the ultimate **recovery** of the business.

For example, the initial assessment of an incident may lead to reaction and management phases that subsequently prove to be inadequate, or the scale and nature of the incident may change.

## Incident Response

Before an incident there are opportunities to implement proactive controls that can make potentially disruptive events less likely or less severe, as well as making preparations for contingencies to be activated only once an event commences. The contingent controls implemented are aimed at reducing the scale and effects of disruption, returning to routine operations and a full recovery as soon as possible and seizing any opportunities that may arise.

### Command and Control

**It is always preferable to over-react to an incident, and then scale down the response, than to underestimate the level of response required.**

Under normal circumstances, Business units manage their own recovery in accordance with the pre-planning in the Business Continuity Plan, with support from the relevant support areas. Effectively, a 'small' incident involving a single Business unit would be managed by the specific Manager.

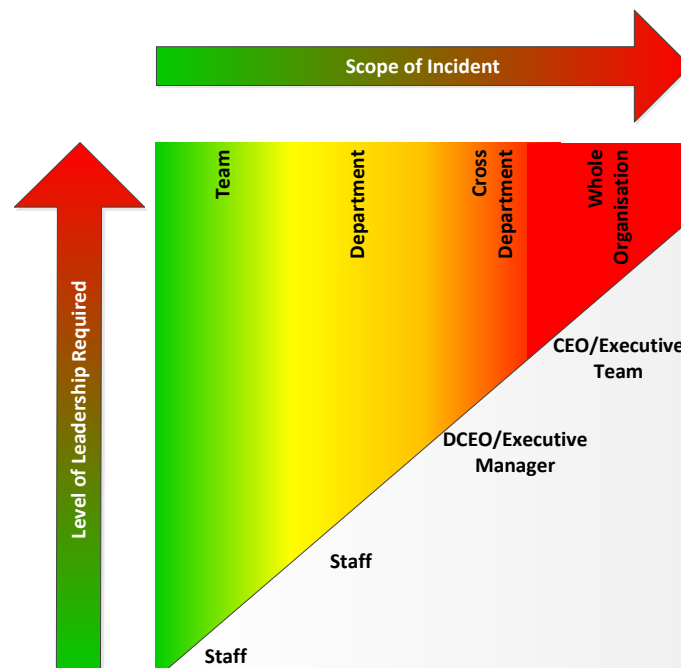
As the real or potential impact increases, the command and control of any situation should be escalated up the Shire's management structure and should be based upon the existing management reporting lines.

When an incident reaches a point where its effects become material to the Shire or crosses inter-Business Unit boundaries, the Executive Management Team will be convened to provide strategic leadership of the incident to minimise the impact on the Shire's operations and public image.

As shown below, higher levels of control may be invoked in response to the assessment of the situation or threat.

If the Shire is exposed to a situation that threatens the safety of staff, the loss of premises or any other situation that could result in a material impact for the Shire, then the situation should be **immediately** escalated.

**If any doubt exists as to the level of potential impact, it is recommended that escalation occurs.**



# Incident Communications

## Incident Communications Role Descriptions

No one is permitted to represent the Shire without prior approval from the Executive Management Team. All interviews, with any media outlet, are to be coordinated by the Communications team.

The following is a list of Key Staff and their roles with regard to Incident Communications.

### Shire President

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

### Chief Executive Officer

The CEO is the Shire's official spokesperson on all operational issues in an Incident Management situation. In the CEO's absence the Executive acting as CEO must be able to take on the role of official spokesperson.

### Executive Management Team (Executive Staff, CEO, Directors, Managers)

Executives are responsible for ensuring all staff, delegated by either CEO or Shire President, are fully briefed and aware of the requirements of this communications plan.

## Communications

**All media inquiries on any issue are to be referred to the Chief Executive Officer.**

The Shire is committed to delivering accurate, timely and relevant information to the community, media, councillors, staff, the public and other stakeholders.

It is absolutely crucial for responses to the media to be accurate, truthful and open. The Shire's long-term reputation for truthfulness outweighs any short-term gain.

If the Shire is experiencing intense media coverage, it is essential for the Chief Executive Officer to have all the information necessary to frame correct responses, so it is incumbent on staff to supply all relevant information. The most common error is for staff to not include a piece of information because they think it is not relevant.

Access to all information – including confidential material where required – is absolutely crucial in the shaping of correct responses. Cover-ups ALWAYS attract more damaging coverage than an initial misstep.

To assist in this process, any area with responsibility for an issue likely to result in media coverage should report the relevant information to the Chief Executive Officer or the Executive Management Team (as directed) with urgency.

# Business Continuity Management

Business Continuity Management is an integrated process that encompasses the following two main elements:

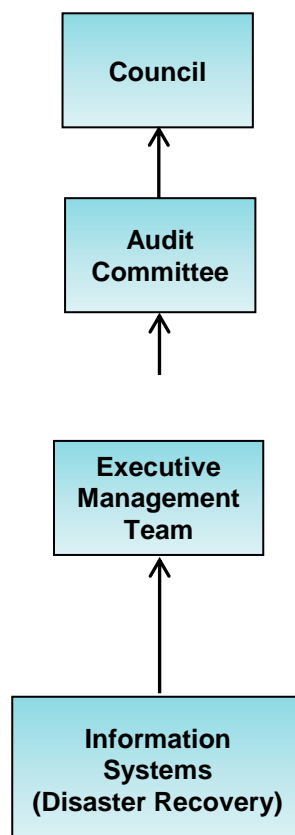
- **Management Practices**

- Defining, reviewing and consistently improving the Framework and how it will be implemented, controlled and validated.
- The integration of Business Continuity into business-as-usual activities and organisational culture.

- **Technical Practices**

- The ongoing review and assessment of the Shire's objectives, functions and environmental constraints against operations.
- Identification and enablement of appropriate strategies and processes to determine how best to recover from business disruption.
- Maintaining documented plans around the current strategies and processes.
- Validating, through exercise and formal review that this program meets the key objectives.

## Business Continuity Governance Structure





## Governance Roles & Responsibilities

### **Executive Management Team**

The Executive Management Team is responsible for:

- Regular oversight of the Risk Management Framework, including the Business Continuity Program.
- Sharing best practice to improve the overall Business Continuity process.
- Advocating cross-Business Units activities such as plan strategies and exercises where applicable.

### **Council**

Council is responsible for:

- Reviewing and approving the Shire's overall business strategies, risk management strategies, risk appetite, frameworks and policies for managing key risks.
- Providing direction to Executive Management Team and delegating appropriate authority to accept risk and oversee implementation and outcomes.

### **Audit Committee**

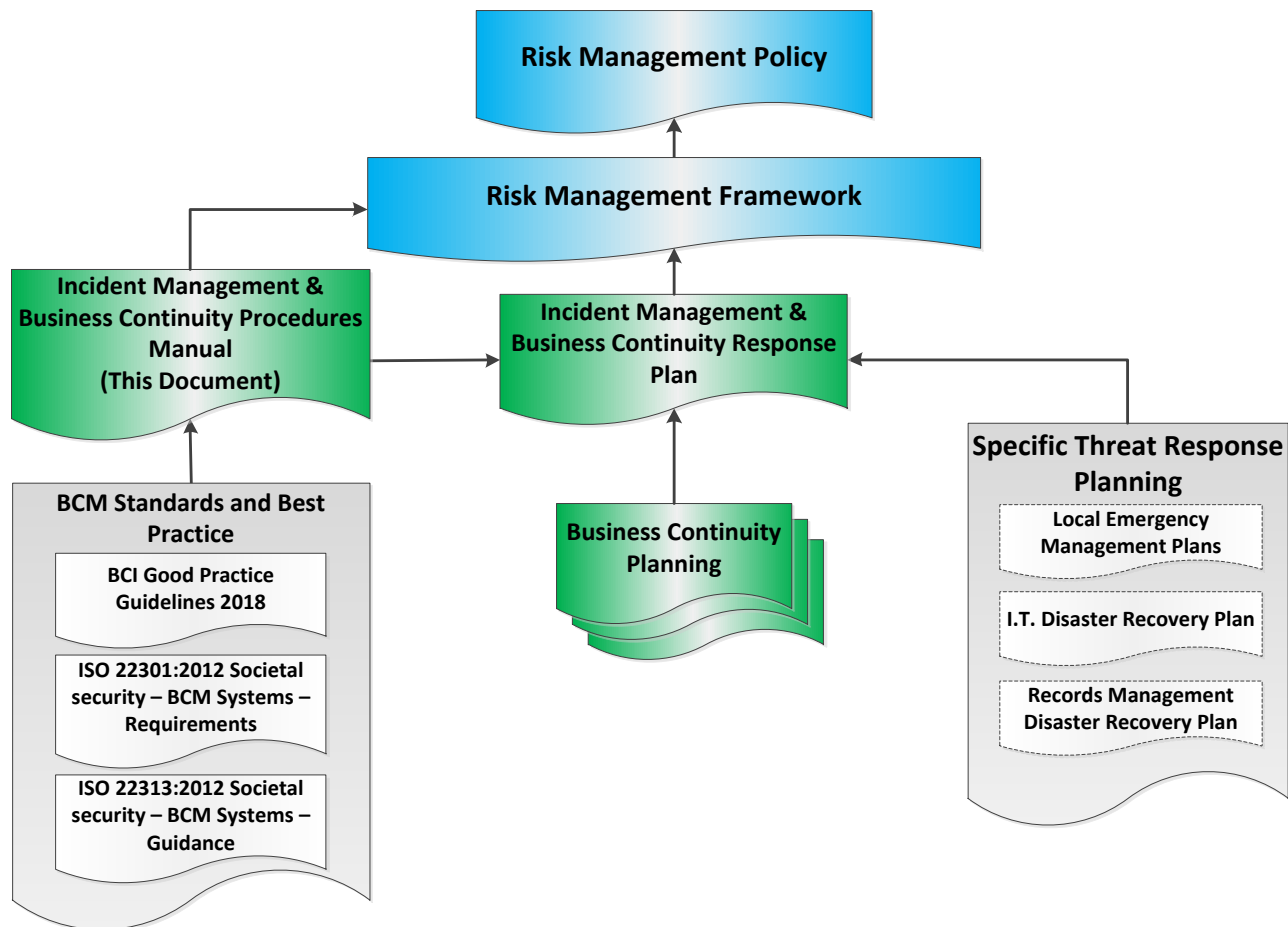
The Risk Management Committee is responsible for:

- Determining the appropriateness and effectiveness of the Business Continuity Framework.
- Reporting on Framework implementation or specific material risks as they are escalated in line with the underlying Risk Management Framework.

### **Information Systems**

The IT Manager/Contractor is responsible for developing, maintaining and reporting to the Executive Management Team on the Shire's IT Disaster Recovery Framework and capabilities.

## Document Structure



The above diagram depicts the documentation involved in the Business Continuity Program. Other components of the overall Risk Management Framework, such as Strategic, Operational & Project Risk documentation have not been shown.

## Business Unit Incident Preparation Requirements

Each Business Unit is responsible for the maintenance and upkeep of their own Business Continuity data and for promoting awareness through:

- Contributing to and implementing procedures under this manual.
- Delivering advice and consultancy within their Divisions, and in cross-functional and cross-Business Units programs.
- Partnering with support areas and other Executive Business Units to provide solutions that meet recovery requirements.
- Liaising with the Executive Management Team to ensure best practise is maintained.

**The following provides a summary of generic responsibilities for all Business Units:**

Outsourced Partners/Key Suppliers

Identify and assess any associated risks and be satisfied that these entities have robust processes that result in an adequate BCM program.

Budgetary Considerations

Fund and provide forecast budgeting for Business Continuity activities required in relation to the Shire's Business Continuity Management Program (e.g. Resiliency improvements, testing).

Risk Identification & Reporting

Follow standard Shire Risk Management Procedures to identify threats, determine their potential impact and the likelihood of their occurrence.

Displacement Strategies

Where Business Units intend using existing alternative operational buildings or other local government buildings as recovery sites, they must make an assessment of the capacity of the site(s) and the timeframe over which the site(s) could operate in a combined business continuity and operational mode. In addition, formal approval must be obtained from the relevant Executive / Owner of the other site (where applicable). This would also need to be reviewed, assessed and approved at least annually.

Off-site Copies of Plans

Copies of all plans must be appropriately and securely kept at relevant off-site recovery sites as well as by a number of responsible staff having designated responsibilities under each plan.

Culture

Executive Business Units must satisfy themselves that colleagues engaged in Business Continuity activities have the appropriate training and knowledge and are aware of the expectations held of them should the need arise.

## **Specific Incident Preparation Requirements**

Human Resources

Develop and exercise plans to provide trauma counselling for colleagues and their families.

Communications

Develop and test plans for the management of media and internal & external communications during an incident.

Information Services

Fund and provide forecast budgeting for all IT Infrastructure associated with recovery sites, in addition to any other IT Disaster Recovery and IT Connectivity testing as required under standard policy. Liaise with Executive Business Units to agree expectations of IT systems and infrastructure recovery time and point objectives.

Occupational Safety & Health

Develop and implement emergency response plans and drills as required under legislation. This includes identifying and training Wardens and First Aid representatives.

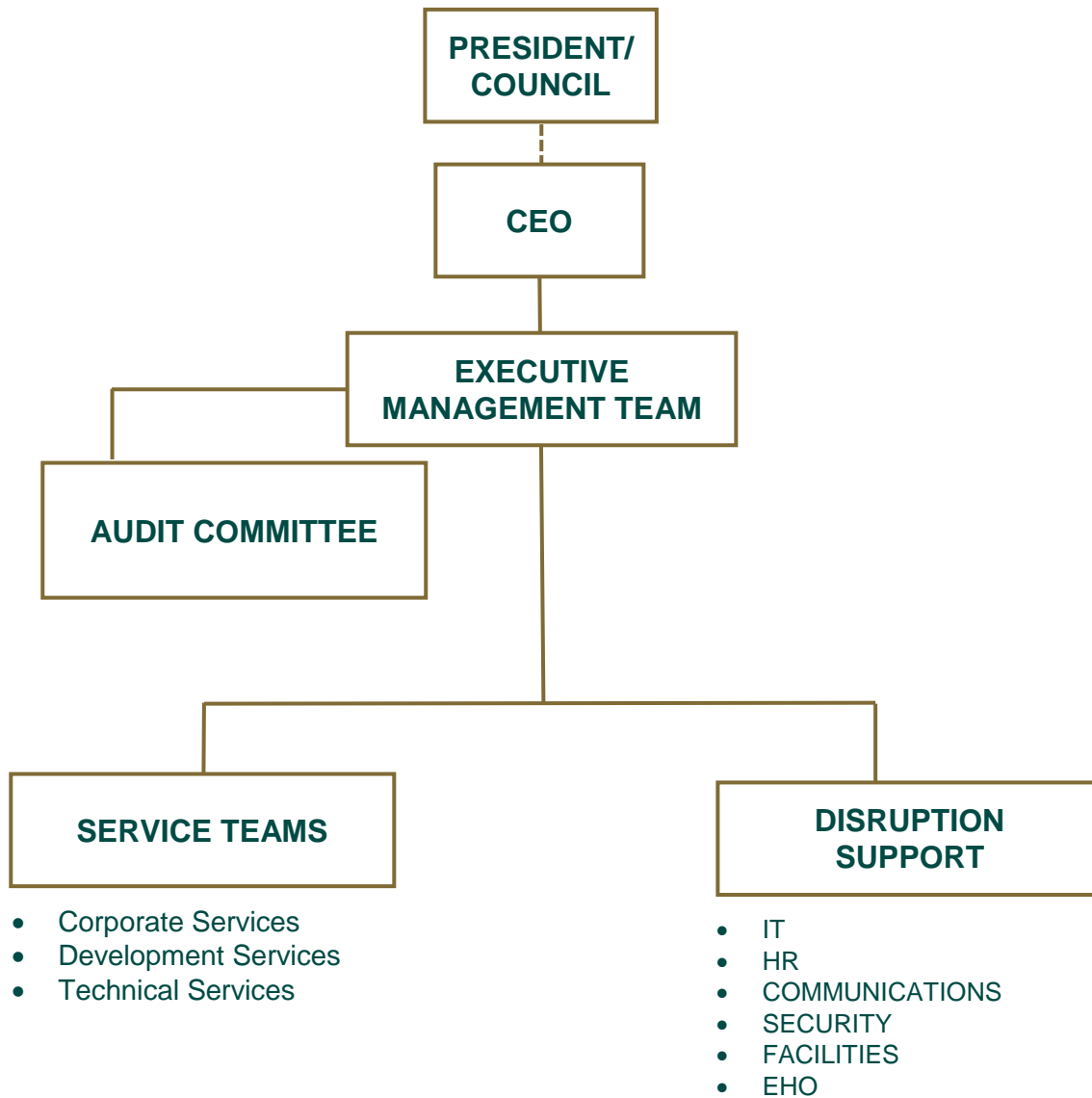
Building Services

Fund and provide forecast budgeting associated with the availability, maintenance and/or lease of alternative sites as required. Implement and oversee salvage and restoration activities as required.

Financial Services

Ensure ability to make ad-hoc and increased payments as requested by Executive Management Team.

## Incident Management Structure



## Executive Management Roles & Responsibilities

### Executive Management Team

The Executive Management Team is called together as a result of, or the potential for, a material incident affecting the Shire.

The Executive Management Team is comprised of:

- CEO
- Director Corporate Services
- Director Strategic Development Services
- Director Technical Services
- Executive Manager Planning & Building Services
- Manager Works & Services
- Manager Corporate Services
- Or in their absence, their Deputies.

The Executive Management Team's main responsibilities include:

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

### Managers/Coordinators/Supervisors

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

The Executive Management Team will request support from specialist areas as required by the level and scope of the incident. An 'Administrative Support Team' will also form and provide assistance to the Incident Management Team from an administrative perspective. Whilst overall membership and support will initially be set by the Executive Management Team during the first 'assessment' meeting; membership and support roles may change as required.

### Communications

- Provide advice and specialist guidance regarding internal and external communications. (Refer [Incident Communications](#) Section).
- Draft internal and external communications.
- Oversee all media liaison.

### Human Resources

- Provide information on staff as required.
- Facilitate the provision of essential welfare services to staff.

- In liaison with Police, facilitate informing and updating next of kin.
- Manage communications with appropriate external parties (e.g. WorkSafe)
- Ensure the ongoing capability to remunerate staff.

#### Information Systems

- Continually update and provide specialist guidance to Executive Management Team regarding status and actions of IT.
- Manage strategic issues relating to IT & Communications.
- Ensure planned responses (IT DR) are co-ordinated in line with expectations and capabilities.

#### Finance

- Manage all financial aspects of the incident including cash flow requirements of the Shire.

#### Governance

- Ensure the Executive Management Team is continually aware of any legal aspects of the situation.

#### Building Services

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

#### Audit Committee

- Provide support and guidance to Executive Management Team on process and Business Continuity matters.
- Continuously monitor achievement of recovery objectives.
- Maintain constant liaison with the Executive Management Team.

# Business Continuity Framework Guidelines

Business Continuity Management is an integrated process that encompasses the following elements within management and technical practices:

## Policy & Program Management

Defining, reviewing and consistently improving the BCM Program and how it will be implemented, controlled and validated.

This manual forms part of the BCM Framework which is governed under the Risk Management Policy. The review of this framework should be completed in conjunction with the review frequency of that Policy. To support the improvement culture within the Shire, this framework may be supported with annual action plans as detailed in the Integrated Planning process.

This Program is owned, managed and facilitated by the Risk Management Committee.

## Embedding Business Continuity

Integrating Business Continuity into business-as-usual activities and organisational culture

The application of this program will support the integration of Business Continuity and overall Risk Management methodology into operational and strategic decision making. Ongoing program reviews must ensure that education and awareness is considered in all planned activities.

## Analysis

The ongoing review and assessment of the Shire's objectives, functions and environmental constraints to operations

A Business Impact Analysis (BIA), should be conducted or formally reviewed every two years for all business units, or earlier if the Business unit has been subjected to any material change including but not limited to:

- Structural (hierarchy).
- Operational Objectives.
- Project/change management.
- IT software or infrastructure.

Those Business units currently rated 'High' Criticality (See below) must have their BIA's reviewed by the Risk Management Committee. In all cases, the impact of a business interruption to services from key suppliers or third parties should also be clearly analysed and understood.

The Risk Management Committee is required to consider and analyse any specific threats to the Shire's Operations and ensure that these are reflected in business continuity or threat specific planning.

Time Criticality Ratings Overview		
(Based on lowest Recovery Time Objective / Maximum Tolerable Period of Disruption in the area)		
High	Medium	Low
>= 3 days	4 – 10 days	>10 days



## Design

Identification and enablement of appropriate strategies and processes to determine how best to recover from a business disruption

The Shire considers the following a reflection of current strategies which may be used in part, in combination or consecutively as required.

This list is non-exhaustive and subject to constant review.

### Do Nothing (mothball the activity)

This strategy is to be employed for all activities that are not considered time critical. This approach is to allow management to focus initial efforts on critical activities only. Resumption of these activities (and the associated backlog) should occur as soon as practical.

### Recovery Sites

Formal Recovery Sites have been determined in advance to ensure the swift resumption of critical business functions following an incident, which has rendered the original operational site inaccessible or inoperable.

Other forms of Recovery Sites include “hot desk” arrangements to provide dual resources to staff needing to work at another site for varied reasons.

### Displacement

As the Shire operates from more than one site, consideration to placement of staff will take into account the potential displacement of less critical tasks in favour of those more critical in the case of a business disruption.

Where this strategy is employed, it is imperative that the area being displaced has clear objectives around staff and workload management during the period of disruption. Consequently, this strategy will be approved by the Executive Management Team.

### Sharing

This strategy has two main options:

1. Increasing the number of people per workstation.
2. Creating shifts over a greater period of the day. Workstations or work areas are used over more hours than the standard 8. Potential people management issues will need to be taken into consideration.

### Working from home

A simple and effective strategy that allows an almost immediate resumption of activities. It is only effective for those staff:

- Using their own PC.
- Taking Laptops home (prior to incident).
- Having available connectivity and Internet security.

Potential Occupational Safety & Health issues will need to be taken into consideration.

## Implementation

### Maintaining the Incident Management & Business Continuity Plan around current strategies and processes

Whilst the Executive Management Team owns this document, it is developed, managed and reviewed by the Risk & Audit Committee under delegation. Adequate time and resources must be allocated to achieving a functional and valuable Plan. It is the input and understanding of the Business Continuity data and localised strategies that will determine how effective the plan can be.

This plan should be updated every 12 months. The plan must also be reviewed whenever structural, technological or procedural considerations indicate. Once reviewed, it must be approved by Executive Management Team and approved copies distributed accordingly.

Further assistance should be made available from the Risk & Audit Committee.

## Validation

### Validating, through exercise and formal review that the program meets its key objectives

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

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

The major components of the Plan should be tested annually and revised upon the results of each test.

As the Business Continuity Management Program develops within the Shire, additional test types may be introduced, however at this stage the plan will be tested via Desktop Scenarios.

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

The objectives of exercises are to:

- Ensure staff are aware of their roles and responsibilities
- Act out critical steps to recognise difficulties in the plan
- Demonstrate decision making abilities and knowledge of response operations
- Highlight areas of improvement



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# Asset Management Plan 2019 – 2029



Document Control			
Version #	Date	Details	Author
1.0	22/11/2011	Plan adopted by Council	Karen Oborn
2.0	27/08/2019	Draft presented to Council	Brad Vitale




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#### About this document

This document has been prepared by the Shire of Waroona as a revision of the Asset Management Plan 2013 – 2017.

This document provides a high-level overview of the strategies the Shire of Waroona will utilise in the asset management component of the Integrated Planning & Reporting Framework.





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## Message from the CEO

The Shire of Waroona provides assets for the community including roads, bridges, buildings, drainage, footpaths and public open space. Careful planning and coordination of local government infrastructure is fundamental to the economic and social wellbeing of our communities. Assets, public utilities and services make possible our wide range of lifestyle choices and standards of living. The Asset Management Plan is a summary of the framework and programs that are linked to effective and well-structured asset management practices in the endeavour to achieve a safe and functional infrastructure portfolio that meets community expectations and delivers financial sustainability.



This Plan covers all assets controlled by the Shire of Waroona with the purpose to assist the Council and Staff to make informed decisions on the allocation of resources to manage these assets and communicate this information to the public. The key objective is to address four key issues for local government:

1. What assets do we currently have?
2. What is the current asset management position, including current and forecast future needs and adequacy of funding?
3. Where do we want to be?
4. How will we get there?

In developing this Plan, consideration was given to the following key elements to ensure it achieves the desired policy outcomes and effective corporate governance:

- Asset management strategies
- Defining levels of service
- Linking to the Long Term Financial Plan
- Governance and management arrangements
- Data and system requirements
- Improvement of skills and processes

The Asset Management Plan is reviewed annually, at which time it is amended and extended as new strategies are identified and priorities change. Once again I would like to acknowledge the input received from individuals within our organisation who have assisted greatly in the preparation of this document. The Council and Staff remain committed to creating an environment that supports moderate, high quality, sustainable growth.

Ian Curley  
Chief Executive Officer

## Background

### State Government Requirements

The *Local Government Act 1995*, Part 5, Division 5, Section 5.56 requires all local governments to plan for the future of the district. The Corporate Business Plan together with the Strategic Community Plan, Long Term Financial Plan, Workforce Plan, Asset Management Plan and Informing Strategies forms the Shire's plan for the future, and has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*. Development of the plan has also aligned with the Department of Local Government's Integrated Planning and Reporting Framework and Guidelines.

### Integrated Planning & Reporting Framework

The framework, introduced by the State Government in 2012, requires each local government to have a Strategic Community Plan, a Corporate Business Plan and other informing strategies in place to ensure the future provision of services is sustainable. The elements of the framework are shown in Figure 1.

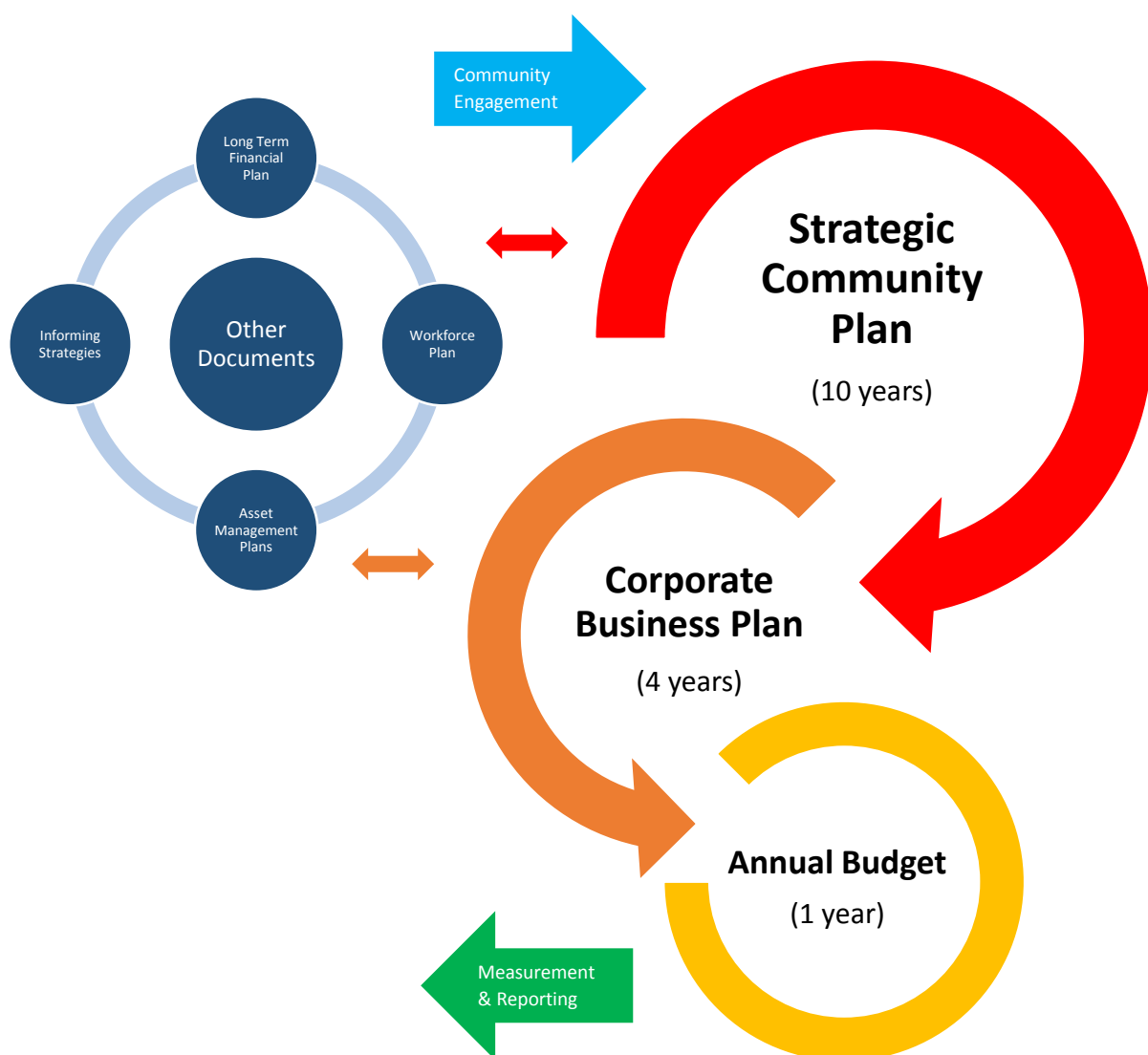


Figure 1 - Integrated planning and reporting framework.

The Strategic Community Plan expresses the long-term community aspirations that have been developed with extensive consultation. It is an overarching document that covers a period of 10 years.

Informing strategies are used to ensure adequate resourcing of the plans and include the Long Term Financial Plan, Workforce Plan, Asset Management Plans and other informing strategies.

A comprehensive report on the achievements of these plans is included in the Annual Report prepared each year.

The Corporate Business Plan is an integral part of this framework, activating the objectives of the Strategic Community Plan and informing the annual budget process to ensure the priorities of the community are achievable.

### Integrated Planning & Reporting Review Cycle

Strategic Community Plan	<ul style="list-style-type: none"><li>• Minor Review - Every 2 years</li><li>• Major Review - Every 4 years</li></ul>
Corporate Business Plan	<ul style="list-style-type: none"><li>• Minor Review - Annually</li><li>• Major Review - Every 4 years</li></ul>
Long Term Financial Plan	<ul style="list-style-type: none"><li>• Minor Review - Annually</li><li>• Major review - Every 4 years</li></ul>
Workforce Plan	<ul style="list-style-type: none"><li>• Minor Review - Annually</li><li>• Major Review - Every 4 years</li></ul>
Asset Management Plans	<ul style="list-style-type: none"><li>• Minor Review - Annually</li><li>• Major Review - Every 4 years</li></ul>
Informing Strategies	<ul style="list-style-type: none"><li>• Minor Review - Every 5 years</li><li>• Major Review - Every 10 years</li></ul>
Annual Budget	<ul style="list-style-type: none"><li>• Minor Review - 6 months</li><li>• Major Review - Annually</li></ul>
Annual Report	<ul style="list-style-type: none"><li>• Major Review - Annually</li></ul>

Figure 2 - Integrated planning and reporting review cycle

## Introduction

The effective management of assets is crucial to the sustainable delivery of local government services. Assets need to serve the needs of the community, in alignment with the Strategic Community Plan and the Corporate Business Plan. Local governments hold a large portfolio of long-lived assets, so it is critical to plan and prioritise the maintenance, renewal and replacement of existing assets and the acquisition of new assets. This requires a long-term “whole of life” view of asset management.

Furthermore, it is only through robust asset planning and costings that different options for the future can be explored with the community. For example, it is natural for communities to desire new facilities and oppose asset retirements, but with an understanding of the long term costs of the existing asset base plus potential changes, they are able to engage meaningfully with the choices.

Asset Management Plans are therefore a key part of the Integrated Planning & Reporting Framework, both as a core informing strategy and as a tool for effective implementation. There are three core asset planning outputs – asset management policy, asset management plan and asset management strategies.

The Asset Management Plan outlines how the asset portfolio of local governments will:

- Meet the service delivery needs of its communities into the future
- Enable the local government’s Asset Management Policy to be achieved
- Ensure that asset management is established as part of the local government’s plan for the future.

It prioritises and articulates the delivery of community service needs through the development of Asset Management Strategies for each major class asset.

The Asset Management Plan will be reviewed annually in conjunction with the budget process to ensure continued relevance and sustainability.

Figure 3 illustrates the Asset Management Framework.

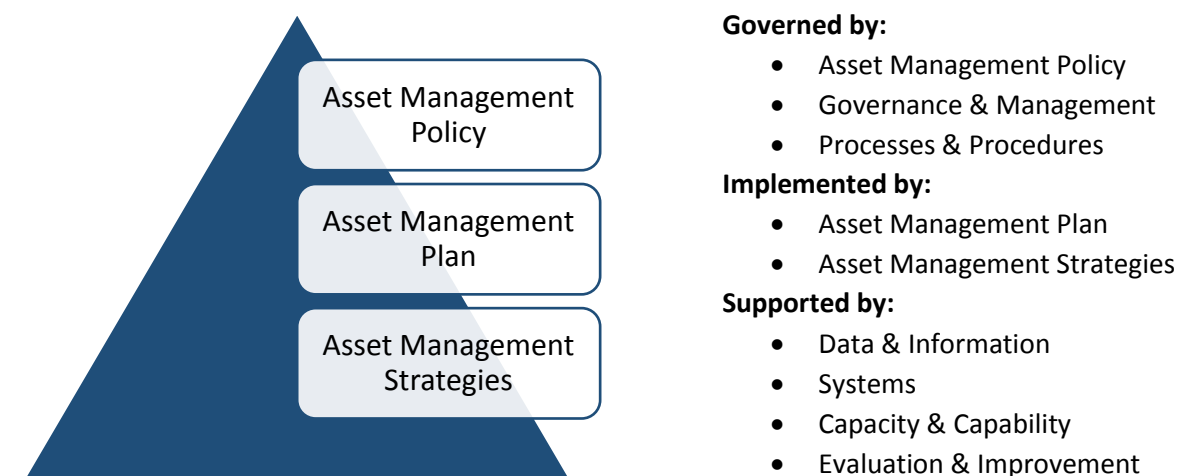


Figure 3 - Asset management framework

## Context

### Shire of Waroona – Sea to Scarp

Located in the south western corner of Western Australia's Peel region, the Shire of Waroona is just over 100 kilometres from the state capital of Perth, less than 50 kilometres from the Peel regional city of Mandurah, and less than 100 kilometres from the South West regional centre of Bunbury.

The shire stretches from sea to scarp between the Indian Ocean and the Darling Scarp, featuring pristine beaches, coastal lakes, fertile farmlands and peaceful jarrah forests. Covering a total area of 835 km<sup>2</sup>, the Shire includes the localities of Waroona, Hamel, Lake Clifton and Preston Beach.



## Vision

“We care for our coast, our country, and our community. We will build on our foundations to be socially, environmentally and financially sound and sustainable.”

## Mission

“The Council will provide leadership, and pursue actions and outcomes to enhance the quality of life for the people of the area by providing a wide variety of quality services, supported by adequate assets and infrastructure, as per our broad themes and key areas of emphasis.”

## Values

- Leadership and excellence in management
- Quality service provision
- Integrity, ethics and honesty
- Act in a fair and equitable manners
- Trust and respect
- Professionalism, accountability and responsiveness

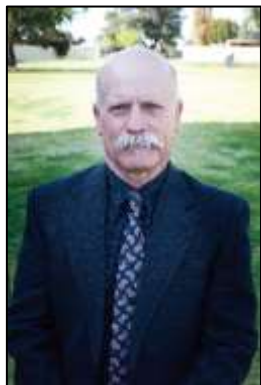


## Our Council

The role of Council is to represent the community, provide leadership and guidance, facilitate communication between the community and the Shire, and set strategic direction and policy.



Cr Mike Walmsley  
**President**



Cr Larry Scott  
**Deputy President**



Cr Noel Dew



Cr John Mason



Cr Naomi Purcell



Cr John Salerian JP



Cr Laurie Snell



Cr Craig Wright

## Roles & Responsibilities

### Council

In fulfilling its role, Council sets the Shire of Waroona's strategic direction, oversees the Shire's finance and resources, determines its policies, and ensures that the Council's statutory and community responsibilities are performed effectively and efficiently. The Shire of Waroona Council meets on the fourth Tuesday of each month in the Council Chambers, with all meetings open to the public. All meetings of Council and its committees are conducted in accordance with the Local Government Act. Meeting times and dates are published on Council's website.

### President

The *Local Government Act 1995* states that the role of the President is to:

- Preside at meetings in accordance with the Act;



- Provide leadership and guidance to the community in the district;
- Carry out civic and ceremonial duties on behalf of the local government;
- Speak on behalf of the local government;
- Perform such other functions as are given to the Mayor or President by the Act or any other written law; and
- Liaise with the CEO on the local government's affairs and the performance of its functions.

## Councillors

The *Local Government Act 1995* states that the role of a Councillor is to:

- Represent the interest of electors, ratepayers and residents of the district;
- Provide leadership and guidance to the community in the district;
- Facilitate communication between the community and the Council;
- Participate in the local government's decision making processes at Council and Committee meetings; and
- Perform such other functions as are given to a Councillor by the Local Government Act or any other written law.

## Committees

To assist Council in performing its role, the Shire has a number of committees. Because Council is responsible for such a large number and broad range of activities and functions, committees play an important role in focusing attention and expertise in specific areas. There are a number of different types of committees, each of which serves a particular purpose. There are also committees that make recommendations to Council on specific matters or projects.

Councillors are also members of a number of external committees (statutory or otherwise) that assist other authorities and groups in performing their functions. To clarify the role and scope of each committee, there are usually a *Terms of Reference* in place to determine the committee's membership, responsibilities, extent of decision making and reporting requirements.

## Our Organisation

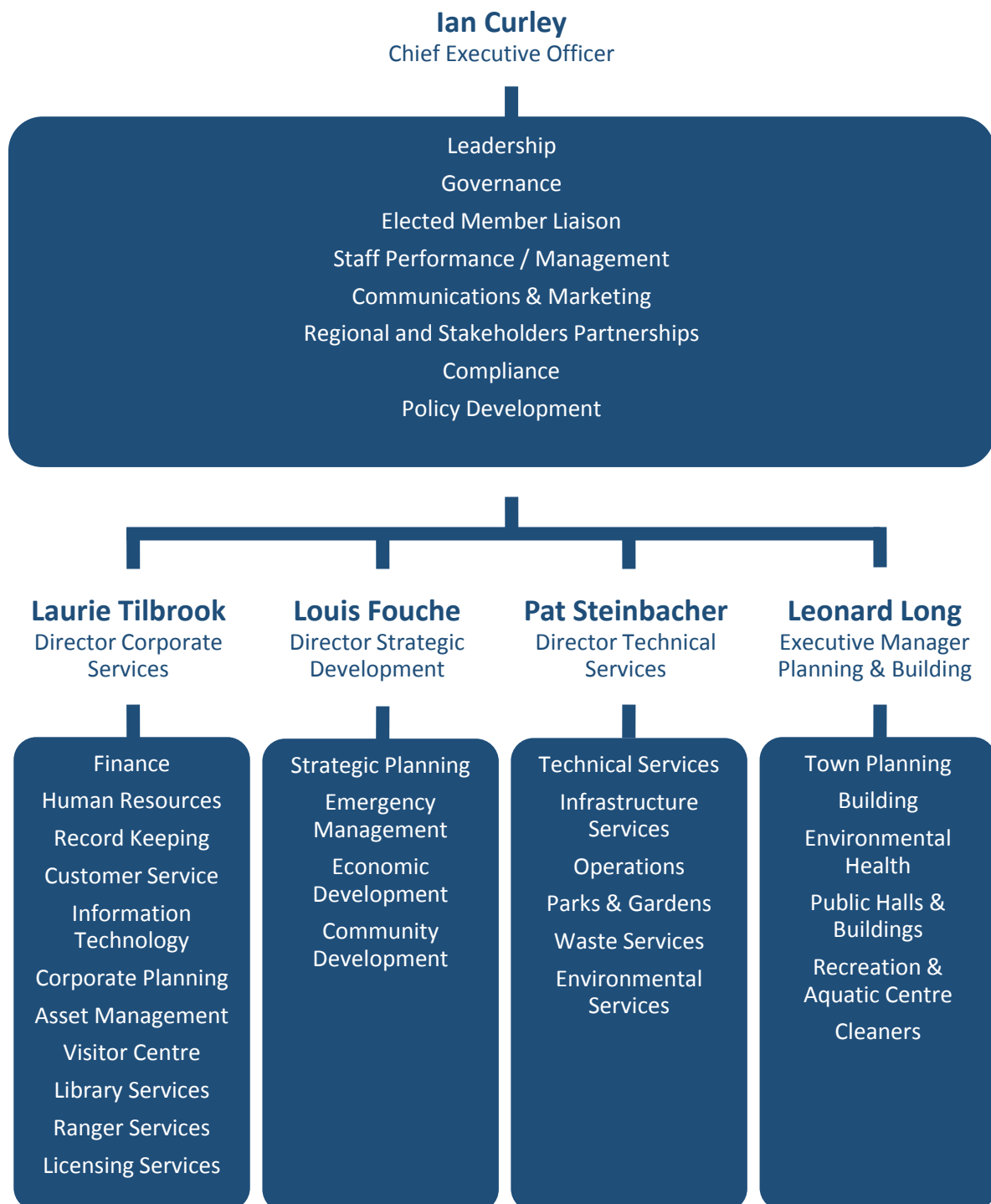
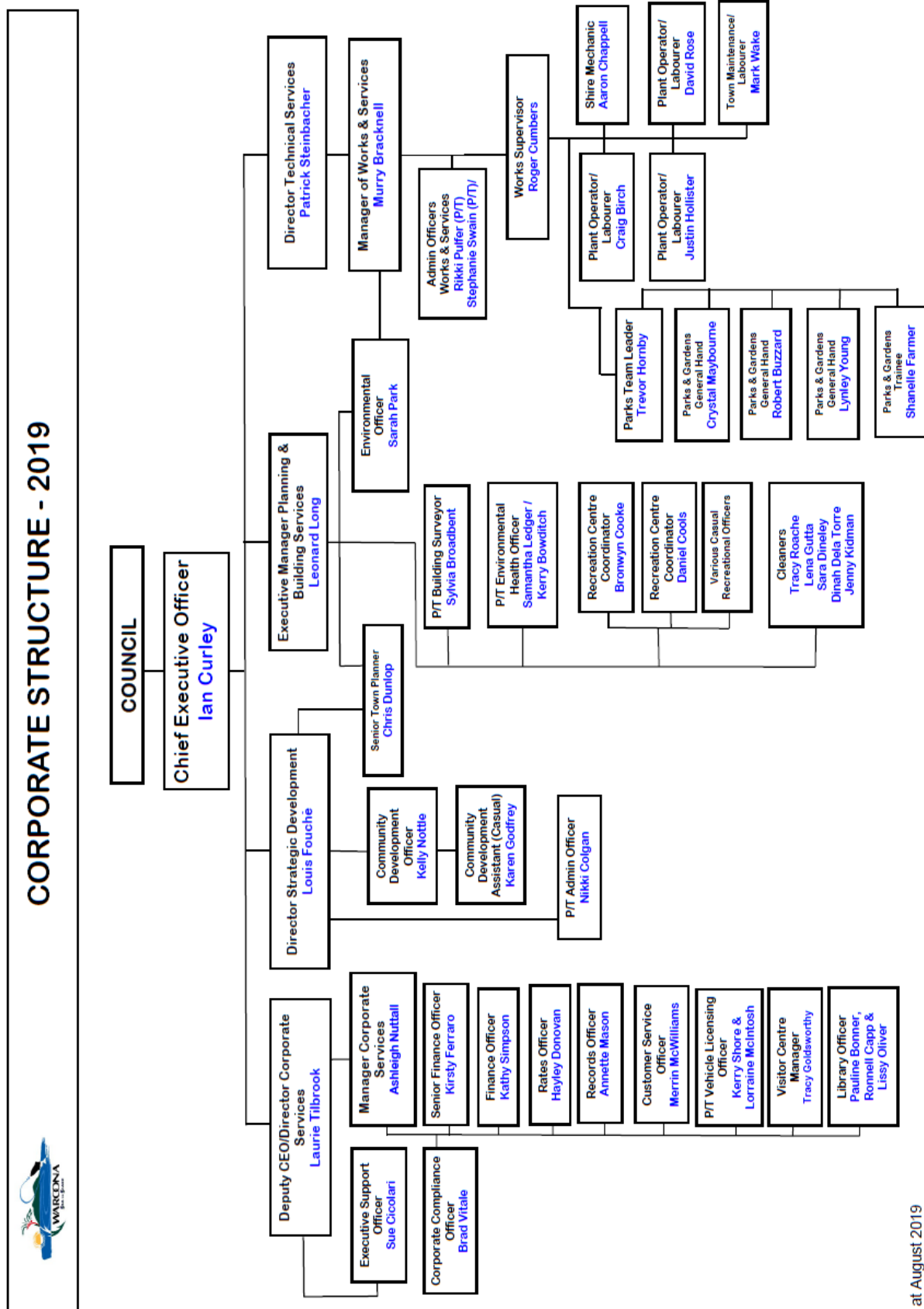


Figure 4 - Shire of Waroona departmental structure.



As at August 2019

Figure 5 - Shire of Waroona organisational structure.

## Strategic Direction

The overall aspirations and objectives of the Shire's future plans are to progress slowly and to control our future, to care for our environment and community, to manage our assets responsibly, and to pursue financial sustainability.

The Strategic Community Plan follows six key areas of emphasis which were developed in the original 2012 plans, and slightly amended in 2014, 2016 and 2018.

The six key areas of emphasis that the broad strategic priorities have been categorised into are:

1. **Local Economy:** Managing our future growth
2. **Environment:** Conserving our unique environment
3. **Land Use:** Responsible land use planning, and protecting rural land
4. **Society:** A strong sense of community addressing social issues and effective community wellbeing
5. **Asset Management & Financial Sustainability:** Provision of functional assets to support services, involving built/acquired assets and infrastructure; Financial proficiency and sustainability
6. **Good Governance:** Active and responsible civic leadership and excellence in management

Each of these areas of emphasis and themes guide the strategies and actions identified in the components of the Shire's Integrated Planning and Reporting Framework.



## Asset Management Overview

The Shire categorises assets in classes for ease of planning and reporting, as illustrated in Figure 7.



Figure 6 - Asset classes.

## Asset Valuation Summary

Asset Class	Replacement Cost	Fair Value (Depreciated Value)	Annual Depreciation Expense
Roads & Bridges	\$80,775,793	\$62,048,644	\$1,547,223
Buildings	\$35,476,700	\$17,998,750	\$873,657
Footpaths	\$1,288,780	\$1,151,759	\$35,003
Drainage	\$18,481,486	\$17,121,351	\$112,191
Parks & Other Infrastructure	\$1,464,724	\$853,735	\$28,238
Furniture, Plant & Equipment	\$3,048,064	\$2,516,343	\$344,044

Table 1 - Asset replacement cost, fair value and annual depreciation expense per asset class.

## Total Replacement Cost

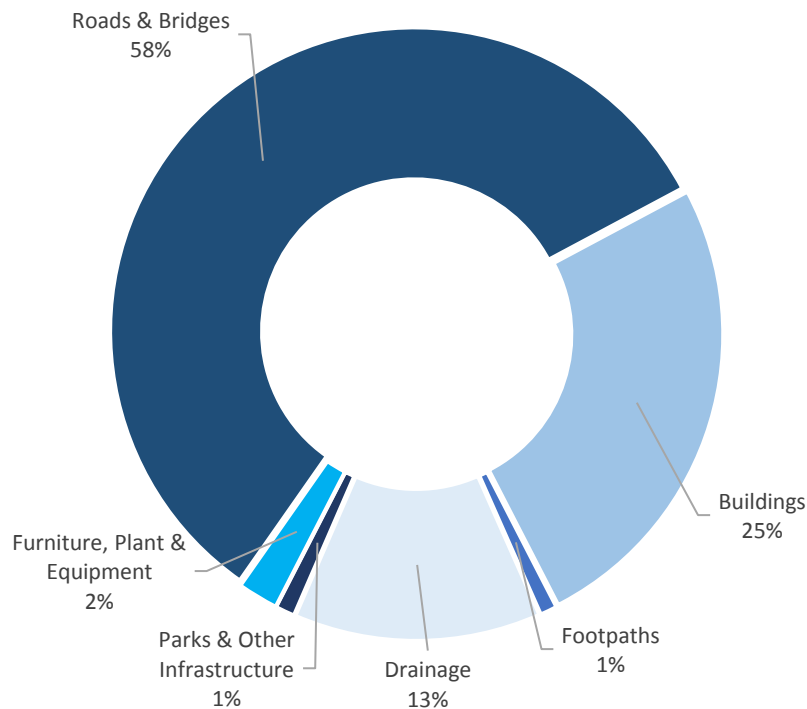


Figure 7 - Total replacement cost per asset class.

## Leased Assets

The Shire leases a number of land and building assets to third parties, predominantly community groups and sporting clubs. Full details are recorded in the “Buildings” Asset Management Strategy.

## Vested Land

The Shire has a number of Crown reserves for which it holds management orders. All improvements on vested land are accounted for in the appropriate asset register.

## Data Sources

Table 3 indicates where data for each asset management class is recorded.

Asset Class	Inventory	Electronic Store	Asset Custodian
Roads & Bridges	Asset Management Strategy – Roads 2013 - 2033 Asset Management Strategy – Bridges 2012 - 2022	<ul style="list-style-type: none"> <li>Geographical Information System</li> <li>Financial System (SynergySoft)</li> <li>Road Assessment &amp; Maintenance Management</li> </ul>	Director Technical Services

Buildings	Asset Management Strategy – Buildings 2013 - 2033	<ul style="list-style-type: none"> <li>• Building Asset Register</li> <li>• Financial System (SynergySoft)</li> </ul>	Executive Manager Planning & Building Services
Footpaths	Asset Management Strategy – Footpaths 2012 - 2022	<ul style="list-style-type: none"> <li>• Geographical Information System</li> <li>• Financial System (SynergySoft)</li> <li>• Footpath Asset Register</li> </ul>	Manager Works & Services
Drainage	Asset Management Strategy – Drainage 2012 - 2022	<ul style="list-style-type: none"> <li>• Geographical Information System</li> <li>• Financial System (SynergySoft)</li> <li>• Construction plans and electronic drawings</li> </ul>	Manager Works & Services
Parks & Other Infrastructure	Asset Management Strategy – Parks & Other Infrastructure 2012 - 2022	<ul style="list-style-type: none"> <li>• Geographical Information System</li> <li>• Financial System (SynergySoft)</li> <li>• Public Open Space Asset Register</li> </ul>	Manager Works & Services
Furniture, Plant & Equipment	Asset Management Strategy – Parks & Other Infrastructure 2012 - 2022	<ul style="list-style-type: none"> <li>• Geographical Information System</li> <li>• Financial System (SynergySoft)</li> <li>• Public Open Space Asset Register</li> </ul>	Manager Works & Services Manager Corporate Services

Table 2 - Data sources.

## Asset Decision Cycle

The decision not to fund an asset or to defer operating costs, or to defer funding for maintaining or renewing an asset can lead to down-stream financial consequences that may include committing the Shire to greater future costs to upgrade or replace the asset.

To support better decision making, the Shire has established an evidence-based decision framework for asset management that considers the following:

- Strategic service reviews and opportunity assessments
- Shire research
- Asset performance data or analysis
- Customer and community feedback

Figure 9 illustrates the Shire's Asset Decision Cycle.



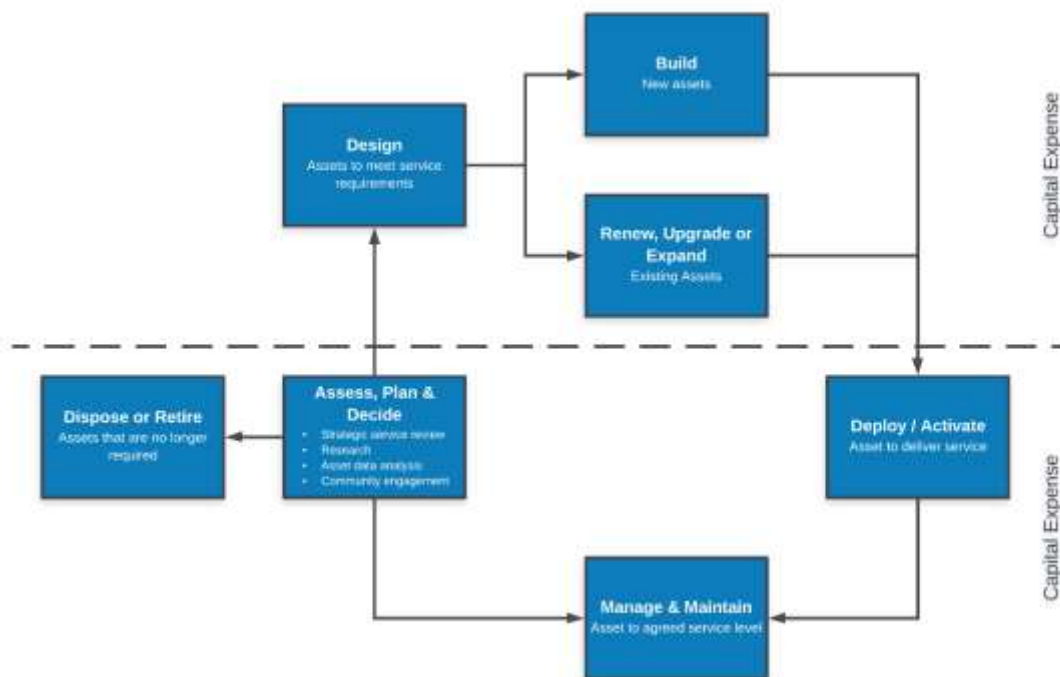


Figure 8 - Asset decision cycle.

## Funding & Disposing Strategies

Assets are created and acquired to deliver the required services for Council. These assets are operated and maintained throughout their useful life, and their performance and condition are monitored to ensure they deliver the necessary service. Over the life of the asset, there will come a point where the asset is no longer performing at a satisfactory level and may be rehabilitated, improved or disposed of. The recurrent costs of maintenance and operations, the capital expenditure for renewal, and the one-off cost of upgrade or new, all form part of the asset's lifecycle costs.

The following definitions from Core Business Australia have been used throughout the Asset Management Framework:

**Maintenance:** Regular ongoing day-to-day work necessary to keep assets operating e.g. road patching.

**Operation:** Regular activities to provide public health, safety and amenity e.g. street sweeping, grass mowing, street lighting.

**Renewal:** Restores, rehabilitates, replaces existing asset to its original capacity e.g. gravel resheets, road reseals, roof replacement.

**Upgrade:** Enhances existing asset to provide higher levels of service e.g. road widening.

**New:** Creation of a new asset to meet additional service level requirements e.g. new building.

## Funding Strategy

Funding for the maintenance and operations of all asset classes will be sourced from rates revenue, and any funding for capital works will be sourced from either external grant funding or rates revenue, or a combination of both.

## Disposal Strategy

Any disposal proposals should consider the Shire's policies and procedures, particularly *Policy CORP018 – Asset Management Disposal Policy*.

### Roads & Bridges

Disposal is not a suitable option for this asset class, however transfer of ownership and/or control to other government bodies is highly recommended wherever possible.

### Buildings

The Shire will need to carefully analyse and establish alternatives to the use of buildings assets in circumstances where the relative demand cannot justify the replacement of buildings for what they were originally intended. Removal of some buildings from Council assets may need to be undertaken where it can be demonstrated that the buildings would be better managed and controlled by others, or the demand level is low relative to other demands that allocation of funds towards the building cannot be justified.

### Footpaths

Disposal is not a suitable option for this asset class.

### Drainage

Disposal is not a suitable option for this asset class.

### Parks & Other Infrastructure

Disposal is not a suitable option for this asset class, however rationalisation and lowering of service levels for surplus high maintenance facilities such as sporting ovals is highly recommended, along with the transformation of some parks to 'dry parks' and/or nature reserves.

### Furniture, Plant & Equipment

Any disposal proposals should consider the Shire's policies and procedures, particularly *Policy CORP018 – Asset Management Disposal Policy*.

## Financial Projections

Table 4 provides projections for renewal, upgrade and new assets over the next ten years, as per the Long Term Financial Plan.

Asset Class	2019/20	2020/21	2021/22	2022/23	2023/24
Roads & Bridges	\$1,848,132	\$1,441,379	\$1,604,529	\$1,873,529	\$1,652,529
Buildings	\$905,800	\$860,500	\$336,000	\$136,500	\$412,500
Footpaths	\$45,000	\$55,000	\$75,000	\$55,000	\$30,000
Drainage	\$10,000	\$45,000	\$45,000	\$80,000	\$80,000
Parks & Other Infrastructure	\$325,640	\$259,000	\$194,000	\$86,000	\$139,000
Furniture, Plant & Equipment	\$670,450	\$926,700	\$864,200	\$676,000	\$1,219,300

Asset Class	2024/25	2025/26	2026/27	2027/28	2028/29
Roads & Bridges	\$1,794,000	\$1,720,000	\$1,829,000	\$1,833,000	\$1,837,000
Buildings	\$453,500	\$764,700	\$1,628,500	\$446,000	\$606,500
Footpaths	\$55,000	\$55,000	\$55,000	\$55,000	\$75,000
Drainage	\$65,000	\$70,000	\$75,000	\$75,000	\$80,000
Parks & Other Infrastructure	\$159,000	\$112,000	\$115,000	\$123,000	\$107,000
Furniture, Plant & Equipment	\$1,072,200	\$812,500	\$776,000	\$652,000	\$772,000

Table 3 - Financial projections for 2019 - 2029.

## Asset Management Improvement Strategy

The Shire needs to proactively plan for the future through an asset management improvement strategy. The five strategies below contain actions which will assist the Shire over the next ten years.

Strategy 1: Improve asset management information systems, data collection and storage											
Action	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29	
1.1 Standardise asset data collection	■										
1.2 Investigate asset management software and data collection technology/devices	■	■	■	■	■						
1.3 Identify opportunities and efficiencies relating to improved or new technology	■	■	■	■	■	■	■	■	■	■	
1.4 Centralise asset data storage	■	■	■	■	■						

Strategy 2: Review and update asset management plan and strategies to reflect current situations											
Action	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29	
2.1 Identify and undertake a program of improvements to asset data including age, condition and remaining useful life	■	■	■	■	■						
2.2 Develop and document a process to capture asset information relating to internal and external works	■	■	■	■	■						
2.3 Include specific improvements for each asset class in the asset management strategies	■	■	■	■	■	■	■	■	■	■	

### Strategy 3: Improve and promote asset management processes and procedures

Action	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29
3.1 Develop an asset management calendar detailing revaluations, condition assessments, financial modelling, strategy reviews and updates	■	■	■	■	■					
3.2 Maintain the unit rates and useful life tables	■	■	■	■	■	■	■	■	■	■
3.3 Apply knowledge of critical assets to improve management/maintenance	■	■	■	■	■	■	■	■	■	■
3.4 Improve the integration of the Long Term Financial Plan and Annual Budget with asset management financial projections	■	■	■	■	■	■	■	■	■	■
3.5 Maintain the Asset Management Position with forecasts for maintenance, operational, renewal, upgrade and new requirements	■	■	■	■	■	■	■	■	■	■
3.6 Investigate the use of predictive modelling, risk management and optimised decision making techniques	■	■	■	■	■					
3.7 Develop a condition assessment manual	■	■	■	■	■					
3.8 Streamline organisational processes with minimal impact on resources	■	■	■	■	■	■	■	■	■	■
3.9 Improve long term outcomes at project inception and feasibility through development of Capital Works Submission Form	■									

### Strategy 4: Identify and promote asset management roles, responsibilities, skills and training

Action	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29
4.1 Develop a whole of organisation culture focused on improvement in asset management	■	■	■	■	■					
4.2 Develop asset management roles and responsibilities matrix	■	■	■	■	■					
4.3 Provide asset management awareness workshops for all councillors and staff	■		■		■		■		■	
4.4 Provide asset management training for Asset Management Working Group	■			■			■			■

### Strategy 5: Develop strategic processes that are aligned to the Strategic Community Plan

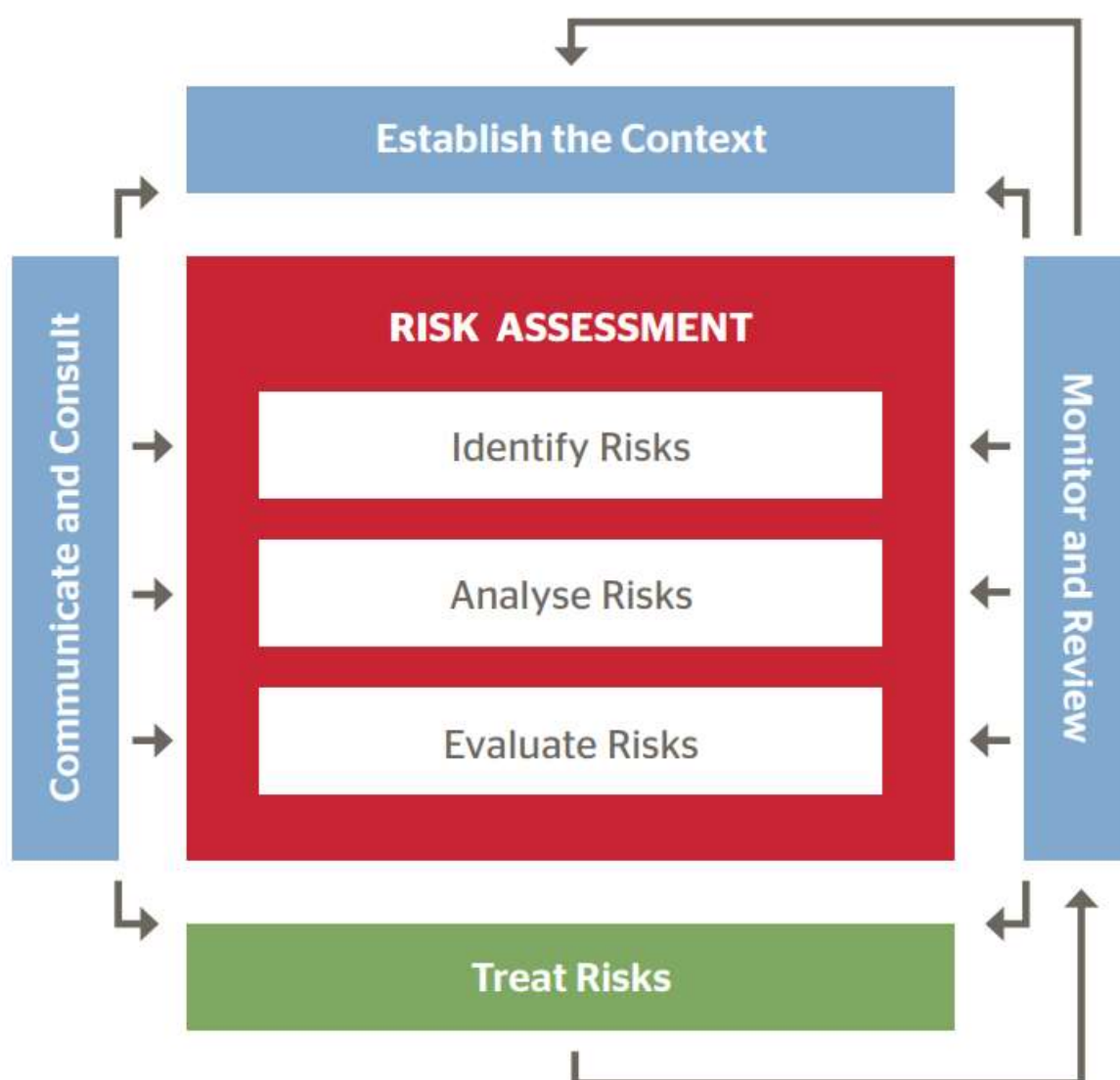
Action	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29
5.1 Review and report on asset management plan and strategies annually	■	■	■	■	■	■	■	■	■	■
5.2 Develop levels of service for all key infrastructure services that align with Strategic Community Plan		■				■				■
5.3 Conduct and review benchmarks against other Regional Agricultural Medium councils	■					■				
5.4 Integrate and align asset management risk with corporate risk management processes		■	■							

## Risk Management

The Shire of Waroona is committed to identifying, measuring and managing risks in order to capitalise on opportunities and achieve the objectives of the Council's strategic plans.

To achieve this, the Shire has adopted a risk management framework aligned to AS/NZS ISO 31000.2018 Risk Management – Principles and Guidelines. The framework, which is comprised of a Risk Management Policy and Strategy, provides a coordinated and systematic process for managing risks, integrating risk management into everyday decision making and business planning.

A Business Continuity Plan also compliments this framework, ensuring that the Shire can continue to provide essential services to stakeholders in the event of a crisis or major incident.





Measures of Consequence							
Rating (Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment
Insignificant (1)	Near miss or First aid	Less than \$5,000	No material service interruption Backlog cleared < 6 hours	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage	Contained, reversible impact managed by on site response
Minor (2)	Medical type injuries	\$5,000 - \$15,000	Short term temporary interruption Backlog cleared < 1 day	Some temporary non-compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
Moderate (3)	Lost time injury	\$15,001 - \$200,000	Medium term temporary interruption Backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies
Major (4)	Long term disability / multiple injuries	\$200,001 - \$3 million	Prolonged interruption of services Additional resources Performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal and external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
Extreme / Catastrophic (5)	Fatality, permanent disability	More than \$3 million	Indeterminate prolonged interruption of services Non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment and building	Uncontained, irreversible impact

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

Risk Matrix					
Consequence Likelihood	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Certain (5)	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely (4)	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible (3)	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

## Resourcing the Plan

To facilitate the achievement of the community's long term goals and objectives as expressed in the Shire of Waroona Strategic Community Plan and Corporate Business Plan, informing strategies have been developed to ensure the required financial, workforce and infrastructure strategies are in place.

### Strategic Community Plan

The Strategic Community Plan is the Council's principal 10 year strategy and planning document. It is the guiding document for the remainder of the Integrated Planning and Reporting suite. Central to the Plan is community engagement to determine Council's vision and priorities.

The Strategic Community Plan outlines the long-term vision, values, aspirations and priorities for the community over the next ten years. It is the highest level strategic document that guides the decision of Council and ensures that the staff and operations are aligned to achieve the community's aspirations, now and into the future. The Strategic Community Plan forms part of the Integrated Planning and Reporting Framework legislated under the Local Government Act 1995. This framework requires each local government to engage with their community to understand local priorities and aspirations and develop a plan for the future. The Shire of Waroona and the community share ownership of the Strategic Community Plan 2018/19 – 2027/28 and the responsibility for ensuring its success. Implementation of the Strategic Community Plan will require a partnership approach between Council, the community and a number of key agencies and stakeholders.

### Corporate Business Plan

The Corporate Business Plan is the Council's four year planning document and one of the core components of the Council's Integrated Planning and Reporting Framework. It gives effect to the first four years of the Strategic Community Plan and is pivotal in ensuring that the short and medium term commitments are both strategically aligned and affordable.

The Corporate Business Plan sits in the middle of the Council's planning hierarchy and identifies a number or prioritised services, operations and projects that the Council plans to undertake over the next four years to deliver the community's main priorities and expectations as identified in the Strategic Community Plan. It is a statutory requirement that that Corporate Business Plan is reviewed every year to ensure alignment to the short term Annual Budget and long term Strategic Community Plan.

### Long Term Financial Plan

The Long Term Financial Plan is a modelling tool to project the Shire's financial commitments over the next ten years as a means of helping to ensure financial sustainability. The Long Term Financial Plan is a dynamic tool which analyses financial trends over a ten year period on a range of assumptions and provides information to assess the impacts of current decision and budgets on future financial sustainability. The aim of the Long Term Financial Plan is to achieve the following objectives:

- Help to project commitments with regards to the costs of new services or projects as a result of community growth and expectations or changing demographics
- Maintain a strong cash position, ensuring that the Shire remain financially sustainable in the long term, and has the capacity to respond to unexpected opportunities or unpredictable events such as natural disasters
- Strategically pursue state and federal government grant funding opportunities where aligned with the Strategic Community Plan and Corporate Business Plan requirements
- Plan rate increases to balance the budget to ensure service delivery that meets reasonable community needs
- Ensure that critical infrastructure asset renewal is funded at the optimum time
- Maximise opportunities for Shire freehold properties from an economic and community development perspective
- Support the broad review of our Strategic Community Plan every two years and a full review every four years

The Long Term Financial Plan will be reviewed annually in conjunction with the budget process to ensure continued relevance and sustainability.

## Workforce Plan

The Workforce Plan provides a framework and strategy to address the human resourcing requirements for the Council's Corporate Business Plan, and as such, has a four year horizon. The Plan recognises that people who work at the Shire of Waroona need to bring commitments, energy and flexibility to the organisation. In return, our people need clarity in terms of how their personal goals align with organisational goals and priorities. This requires an investment in developing leaders, managers and employees with the right skills for our diverse operations. It also requires clear learning pathways linked to performance development and an ongoing investment in attracting and retaining talented people, while maintaining a focus on workplace health and wellbeing.

In order to deliver on community service levels and to accommodate the workforce requirements of new projects, the following additions to the workforce are provided for in the Long Term Financial Plan over the next four years:

	2019/20	2020/21	2021/22	2022/23
<b>Full Time Equivalent</b>	0.3	2.5	1	0.5
<b>Employee Costs</b>	\$18,000	\$150,000	\$60,000	\$30,000

Organisation development priorities include improving workforce capacity, workforce development, staff retention, succession planning and human resource management. Employee costs include direct salary or wages and superannuation costs. Other indirect employee costs such as training, uniforms etc. are excluded from this sum.

## Aligning services

The services provided by the Shire of Waroona align with the 'Themes and Key Areas of Emphasis' outlined in this plan, and can be summarised as follows:

- Civic Leadership, Good Governance & Excellence in Management
- Public Halls & Other Community Buildings
- Heated Aquatic Centre, Gym, Recreation & Sporting Facilities/Activities
- Library Services
- Transport Licensing
- Community Development & Tourism Promotion
- Ranger Services, Animal Controls, Bushfire Controls
- Landcare Services
- Parks, Gardens, Playgrounds, Reserves, Walk Trails, Nature Areas & Cemetery
- Town & Regional Planning
- Building Inspections & Public Health Inspections
- Roads & Assets Maintenance – *Constructions, renewals and replacements*
- Waste Collections & Waste Site
- Footpaths, Cycle Ways, Drainage & Kerbing

## Aligning resources

Current Resources	Current Capacity
Human Resources	40.5
Infrastructure Assets	\$91,803,812
Property Plant and Equipment	\$38,415,359
Cash Backed Reserves	\$2,397,935
Borrowings	\$365,431
Annual Rates Revenue	\$4,888,697
Annual Operating Income	\$8,200,592
Annual Operating Expenditure	\$9,744,097
Annual Capital Expenditure	\$3,508,477

## Monitoring & Reporting

The Shire of Waroona has a robust reporting framework in place that tracks key performance indicators at the individual, service area and organisational level. The Chief Executive Officer has targets and objectives that are set and revised by the Council to deliver on key Council priorities.

The Shire's performance data is captured in our corporate database, ensuring that appropriate responsibilities, timeframes, measures and progress are accounted for. The Shire is also required to report on statutory key performance indicators listed in the table below:

Ratio	What It Measures	Achieving Standard
<b>Asset Sustainability Ratio</b>	An indicator of the extent to which assets managed by a local government are being renewed or replaced as they reach the end of their useful lives	Ratio data can be identified and ratio is 90%
<b>Asset Consumption Ratio</b>	An indicator of the aged condition of a local government's physical assets	Ratio data can be identified and ratio is equal to or greater than 50%
<b>Asset Renewal Funding Ratio</b>	An indicator of whether a local government has the financial capacity to fund asset renewal at existing revenue and service levels	Ratio data can be identified and ratio is between 75% and 90%

## Next Review

The next review of the Asset Management Plan will occur in May 2020.







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# Workforce Plan 2019 – 2029



Document Control			
Version #	Date	Details	Author
1.0	27/11/2012	Plan adopted by Council	Karen Oborn
2.0	25/06/2013	Plan adopted by Council	Laurie Tilbrook
3.0	28/07/2015	Plan adopted by Council	John Crothers
4.0	26/07/2016	Plan adopted by Council	John Crothers
5.0	25/07/2017	Plan adopted by Council	John Crothers
6.0	13/08/2019	Draft presented to Council	Brad Vitale




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#### About this document

This document has been prepared by the Shire of Waroona as a revision of the original Workforce Plan 2013/14 – 2022/23.

This document provides a high-level overview of the strategies the Shire of Waroona will utilise in the workforce component of the Integrated Planning & Reporting Framework.



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## Message from the CEO

Like most Local Government bodies, the Shire of Waroona is a multi-faceted organisation and through our workforce plan, our goal is to attract and retain quality staff, and to effectively plan and provide for the needs of our community. The focus of this plan is the current and future human resources needs and, in turn, to meet the objectives that have been identified, being - moderate growth; an active local economy; and protection of lifestyles, localities, and the environment. There are a number of challenges facing the Shire of Waroona and many other local governments over the next 10 years, and it is the goal, of the staff, to improve and grow the Council's organisation so that it is aligned to the community's vision, which is:



*"We Care for our Coast, our Country, and for our Community; we will build on our foundations to be socially, environmentally & financially sound & sustainable"*

Council views its employees as its greatest asset. Having motivated and committed employees will facilitate the effective delivery of services of the community's aspirations.

In the past year, the Workforce Plan was reviewed and revised, following a further examination of the services and projects planned for the next 5-10 years, as per our latest Corporate Business Plan and our Long Term Financial Plan. These have, once again, been guided by our Workforce Plan when forecasting the human resources needed for the delivery of services throughout the shire over the next 5-10 years.

This Plan is reviewed annually, at which time it is amended and extended as new strategies are identified and priorities change. Once again I would like to acknowledge the input received from individuals within our organisation who have assisted greatly in the preparation of this document. The Council and staff remain committed to creating an environment that supports moderate, high quality, sustainable growth.

Ian Curley  
Chief Executive Officer

## Background

### State Government Requirements

The *Local Government Act 1995*, Part 5, Division 5, Section 5.56 requires all local governments to plan for the future of the district. The Corporate Business Plan together with the Strategic Community Plan, Long Term Financial Plan, Workforce Plan, Asset Management Plan and Informing Strategies forms the Shire's plan for the future, and has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*. Development of the plan has also aligned with the Department of Local Government's Integrated Planning and Reporting Framework and Guidelines.

### Integrated Planning & Reporting Framework

The framework, introduced by the State Government in 2012, requires each local government to have a Strategic Community Plan, a Corporate Business Plan and other informing strategies in place to ensure the future provision of services is sustainable. The elements of the framework are shown in Figure 1.

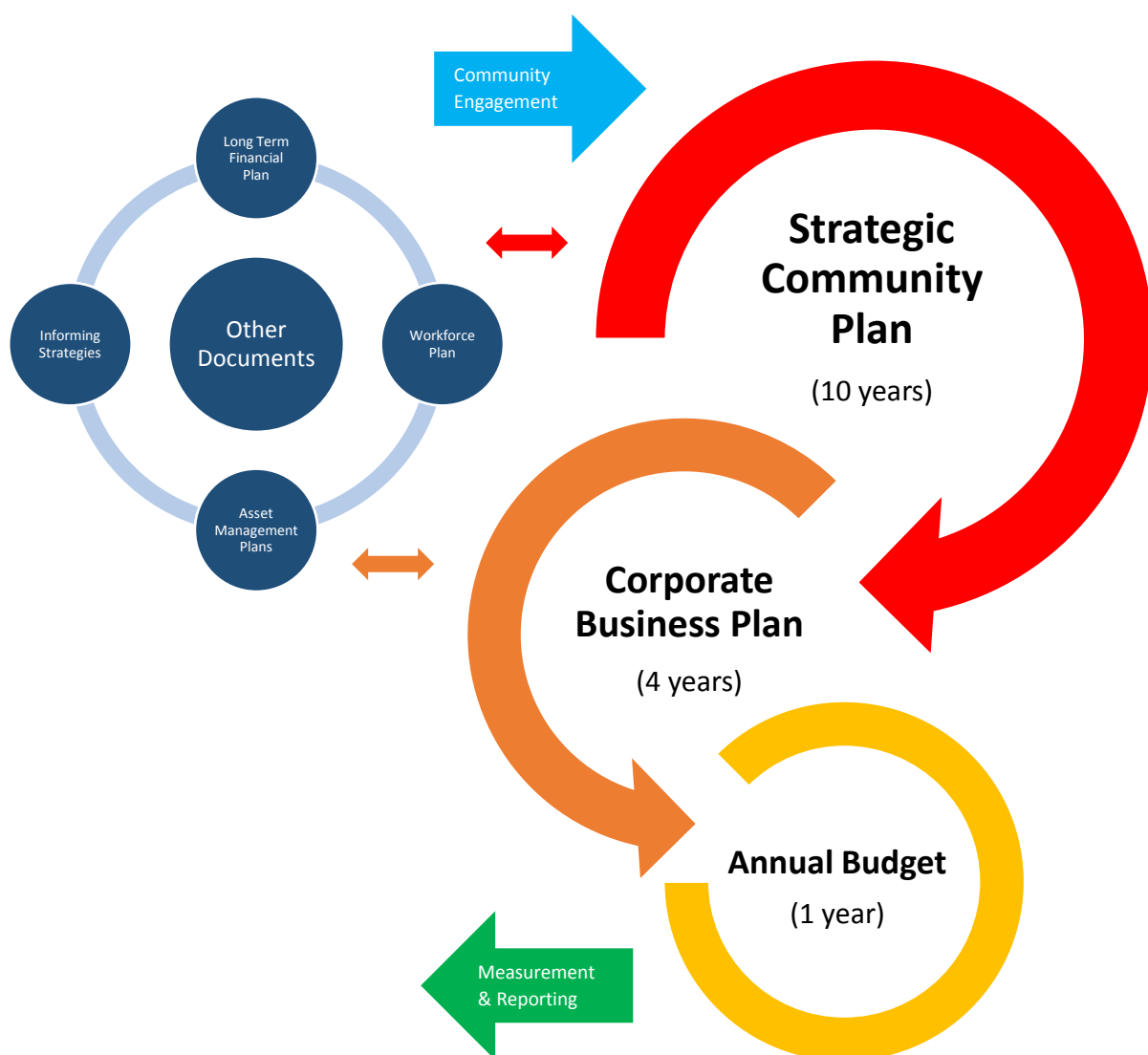


Figure 1 - Integrated planning and reporting framework.



The Strategic Community Plan expresses the long-term community aspirations that have been developed with extensive consultation. It is an overarching document that covers a period of 10 years.

Informing strategies are used to ensure adequate resourcing of the plans and include the Long Term Financial Plan, Workforce Plan, Asset Management Plans and other informing strategies.

A comprehensive report on the achievements of these plans is included in the Annual Report prepared each year.

The Corporate Business Plan is an integral part of this framework, activating the objectives of the Strategic Community Plan and informing the annual budget process to ensure the priorities of the community are achievable.

### Integrated Planning & Reporting Review Cycle

Strategic Community Plan	<ul style="list-style-type: none"><li>• Minor Review - Every 2 years</li><li>• Major Review - Every 4 years</li></ul>
Corporate Business Plan	<ul style="list-style-type: none"><li>• Minor Review - Annually</li><li>• Major Review - Every 4 years</li></ul>
Long Term Financial Plan	<ul style="list-style-type: none"><li>• Minor Review - Annually</li><li>• Major review - Every 4 years</li></ul>
Workforce Plan	<ul style="list-style-type: none"><li>• Minor Review - Annually</li><li>• Major Review - Every 4 years</li></ul>
Asset Management Plans	<ul style="list-style-type: none"><li>• Minor Review - Annually</li><li>• Major Review - Every 4 years</li></ul>
Informing Strategies	<ul style="list-style-type: none"><li>• Minor Review - Every 5 years</li><li>• Major Review - Every 10 years</li></ul>
Annual Budget	<ul style="list-style-type: none"><li>• Minor Review - 6 months</li><li>• Major Review - Annually</li></ul>
Annual Report	<ul style="list-style-type: none"><li>• Major Review - Annually</li></ul>

Figure 2 - Integrated planning and reporting review cycle.

## Introduction

The Workforce Plan provides a framework and strategy to address the human resourcing requirements for the Council's Corporate Business Plan, and as such, has a four year horizon. The Plan recognises that people who work at the Shire of Waroona need to bring commitment, energy and flexibility to the organisation. In return, our people need clarity in terms of how their personal goals align with organisational goals and priorities. This requires an investment in developing leaders, managers and employees with the right skills for our diverse operations. It also requires clear learning pathways linked to performance development and an ongoing investment in attracting and retaining talented people, while maintaining a focus on workplace health and wellbeing.

Together with the Asset Management Plan and Long Term Financial Plan, the Workforce Plan details the workforce requirements to effectively and efficiently deliver the Council's Strategic Community Plan and Corporate Business Plan.

## What is Workforce Planning?

The Australian National Audit Office defines workforce planning as "a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future."

Workforce planning:

- Is continuous, not a one-off activity
- Is a process, not a static action or set of actions
- Is about shaping the workforce with a clearly identified purpose and to bring about particular changes
- Has its purpose linked with organisational objectives, and
- Applies not just to the current workforce, but anticipates future workforce requirements.

## Benefits of Workforce Planning

Workforce planning enables local governments to:

- Respond quickly and more strategically to change by recognising emerging challenges
- Improve efficiency, effectiveness and productivity by having employees with the right knowledge and skills and who are a good fit for the job they are in
- Facilitate strategic staffing and planning for future workforce requirements by identifying these in a timely manner, monitoring staff separations and making arrangements to fill key vacancies
- Strengthen your organisation's capacity to achieve the outcomes of the Strategic Community Plan and Corporate Business Plan
- Encourage understanding of your organisation's workforce profile so that existing workforce capacity can be maximised and the future workforce shaped as needed



- Assist with identifying and managing people with the knowledge critical for efficient and effective business operations, and managing corporate memory
- Adapt and integrate management and business processes, technology and systems, and adjust organisational structure to use resources most effectively
- Monitor costs and directly link workforce expenditures against business outputs and outcomes, and
- Strengthen the local government industry through stronger career paths and staff development.

## Developing Our Plan

It is important that workforce planning involves the Council, all employees and other stakeholders including professional organisations. It is also important that workforce planning is an integral part of the management and operations of the Shire to ensure that:

- Council policy and decision making supports the Workforce Plan, ensuring that workforce considerations are included in all strategic community planning, corporate business planning, reports and proposals to Council, and structured monitoring and reporting of outcomes
- Managers include workforce considerations as an integral part of all areas of the Shire's operations for which they are responsible, and
- All employees have the opportunity to participate in, and contribute to, the workforce planning process at all stages.

Figure 3 illustrates the process undertaken to develop the Workforce Plan.

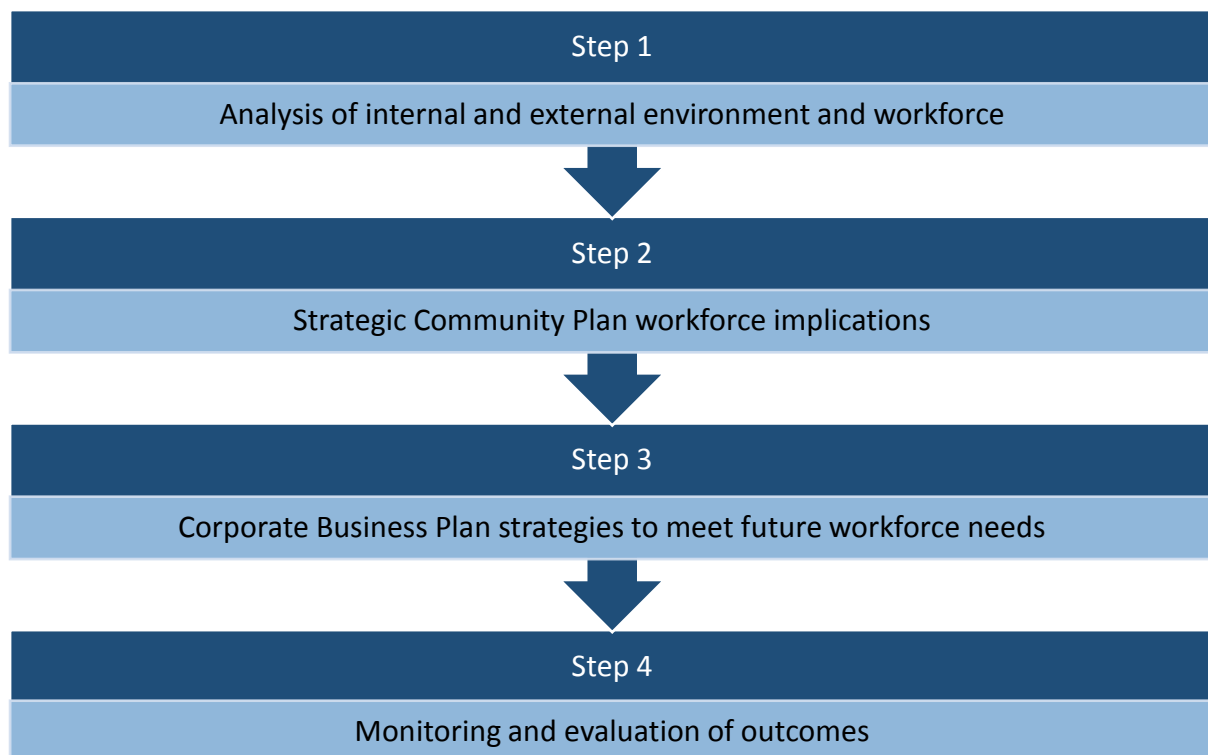


Figure 3 - Workforce Plan development process.

## Context

### Shire of Waroona – Sea to Scarp

Located in the south western corner of Western Australia's Peel region, the Shire of Waroona is just over 100 kilometres from the state capital of Perth, less than 50 kilometres from the Peel regional city of Mandurah, and less than 100 kilometres from the South West regional centre of Bunbury.

The shire stretches from sea to scarp between the Indian Ocean and the Darling Scarp, featuring pristine beaches, coastal lakes, fertile farmlands and peaceful jarrah forests. Covering a total area of 835 km<sup>2</sup>, the Shire includes the localities of Waroona, Hamel, Lake Clifton and Preston Beach.



## Vision

“We care for our coast, our country, and our community. We will build on our foundations to be socially, environmentally and financially sound and sustainable.”

## Mission

“The Council will provide leadership, and pursue actions and outcomes to enhance the quality of life for the people of the area by providing a wide variety of quality services, supported by adequate assets and infrastructure, as per our broad themes and key areas of emphasis.”

## Values

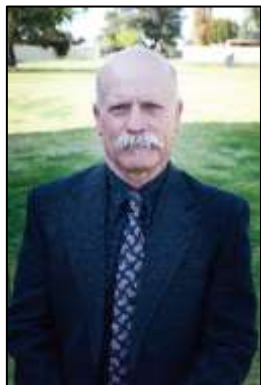
- Leadership and excellence in management
- Quality service provision
- Integrity, ethics and honesty
- Act in a fair and equitable manners
- Trust and respect
- Professionalism, accountability and responsiveness

## Our Council

The role of Council is to represent the community, provide leadership and guidance, facilitate communication between the community and the Shire, and set strategic direction and policy.



Cr Mike Walmsley  
**President**



Cr Larry Scott  
**Deputy President**



Cr Noel Dew



Cr John Mason



Cr Naomi Purcell



Cr John Salerian JP



Cr Laurie Snell



Cr Craig Wright

## Roles & Responsibilities

### Council

In fulfilling its role, Council sets the Shire of Waroona's strategic direction, oversees the Shire's finance and resources, determines its policies, and ensures that the Council's statutory and community responsibilities are performed effectively and efficiently. The Shire of Waroona Council meets on the fourth Tuesday of each month in the Council Chambers, with all meetings open to the public. All meetings of Council and its committees are conducted in accordance with the Local Government Act. Meeting times and dates are published on Council's website.

### President

The *Local Government Act 1995* states that the role of the President is to:

- Preside at meetings in accordance with the Act;

- Provide leadership and guidance to the community in the district;
- Carry out civic and ceremonial duties on behalf of the local government;
- Speak on behalf of the local government;
- Perform such other functions as are given to the Mayor or President by the Act or any other written law; and
- Liaise with the CEO on the local government's affairs and the performance of its functions.

## Councillors

The *Local Government Act 1995* states that the role of a Councillor is to:

- Represent the interest of electors, ratepayers and residents of the district;
- Provide leadership and guidance to the community in the district;
- Facilitate communication between the community and the Council;
- Participate in the local government's decision making processes at Council and Committee meetings; and
- Perform such other functions as are given to a Councillor by the Local Government Act or any other written law.

## Committees

To assist Council in performing its role, the Shire has a number of committees. Because Council is responsible for such a large number and broad range of activities and functions, committees play an important role in focusing attention and expertise in specific areas. There are a number of different types of committees, each of which serves a particular purpose. There are also committees that make recommendations to Council on specific matters or projects.

Councillors are also members of a number of external committees (statutory or otherwise) that assist other authorities and groups in performing their functions. To clarify the role and scope of each committee, there are usually a *Terms of Reference* in place to determine the committee's membership, responsibilities, extent of decision making and reporting requirements.

## Our Organisation

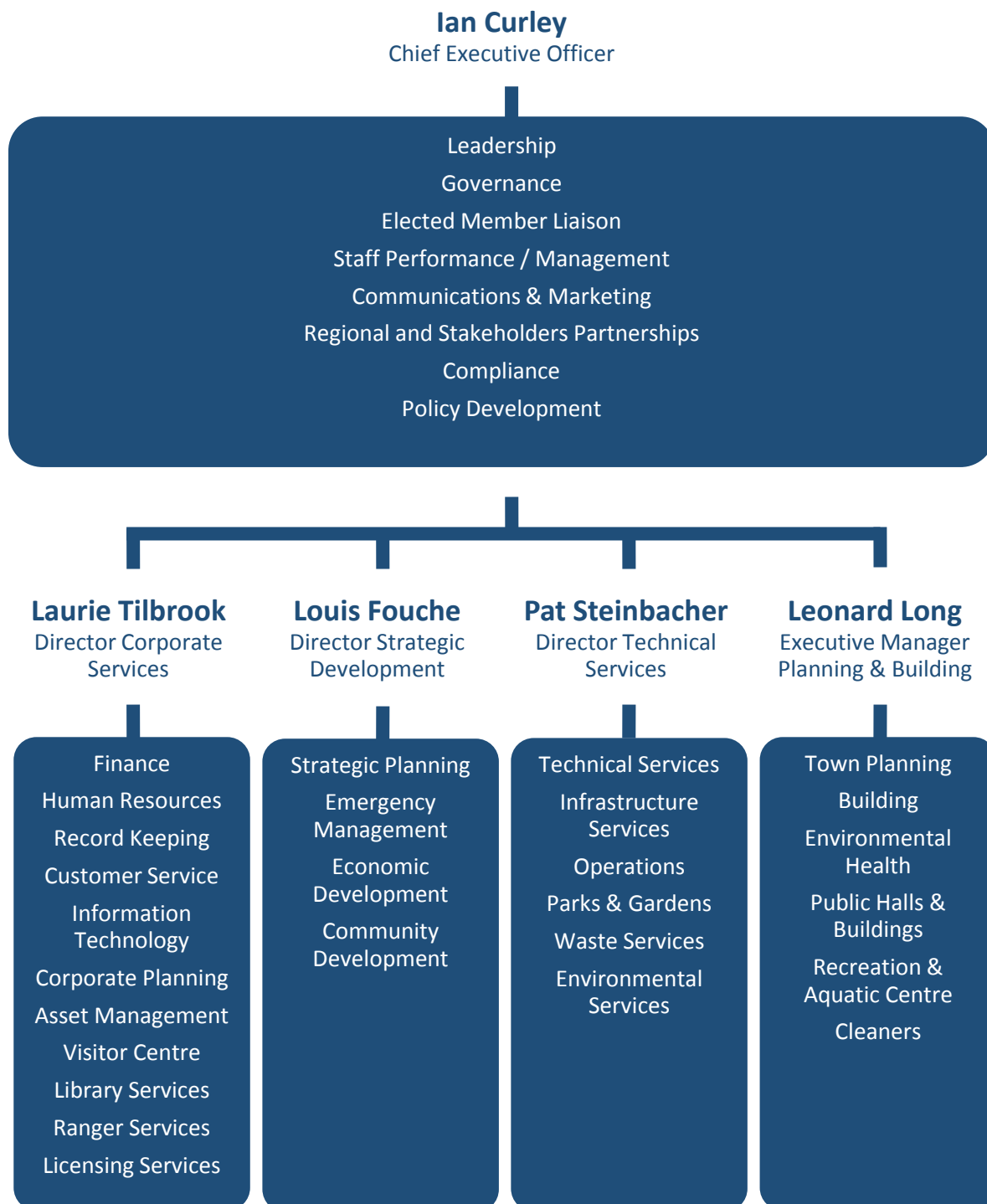
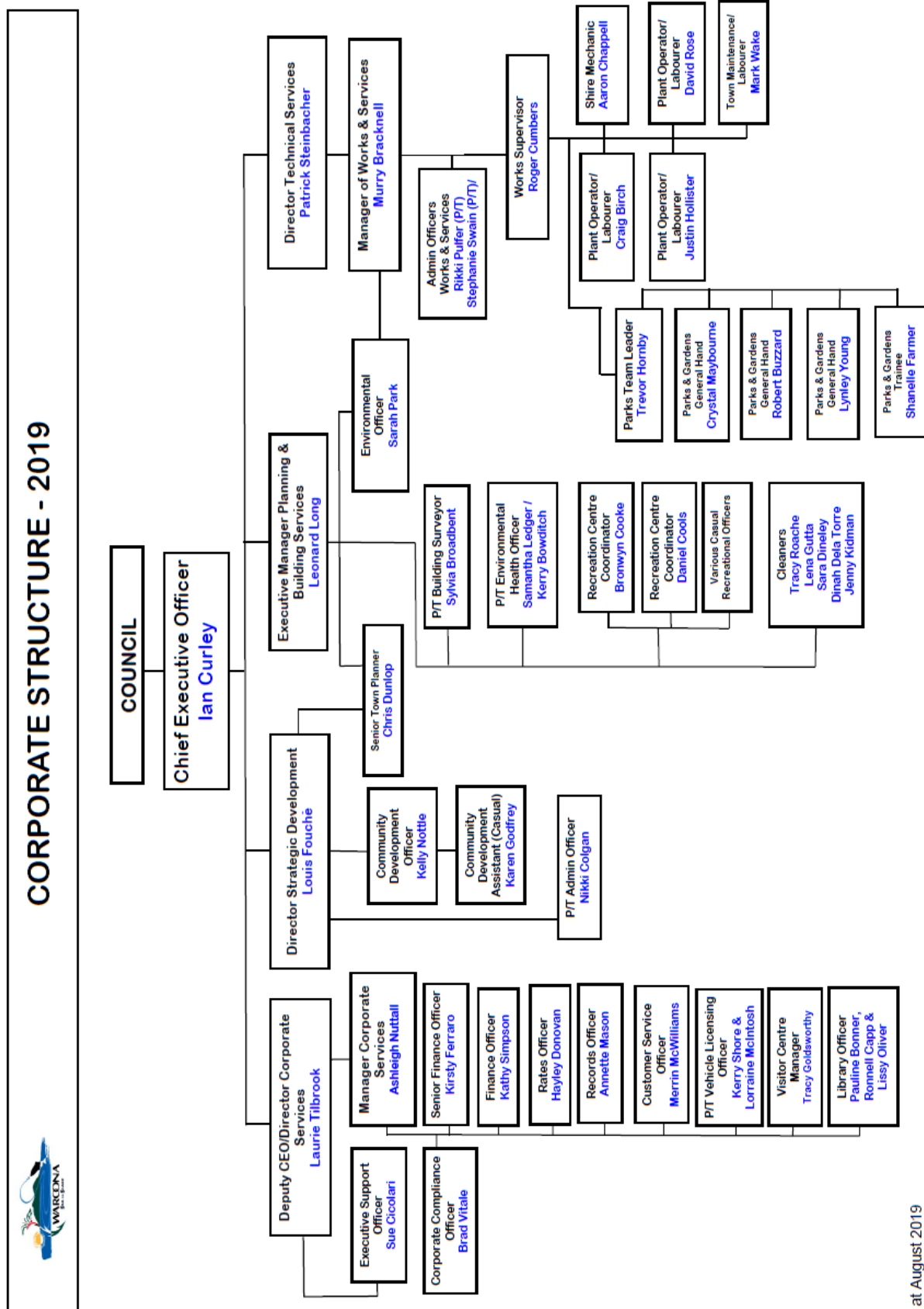


Figure 4 - Shire of Waroona departmental structure.



As at August 2019

Figure 5 - Shire of Waroona organisational structure.



## Strategic Direction

The overall aspirations and objectives of the Shire's future plans are to progress slowly and to control our future, to care for our environment and community, to manage our assets responsibly, and to pursue financial sustainability.

The Strategic Community Plan follows six key areas of emphasis which were developed in the original 2012 plans, and slightly amended in 2014, 2016 and 2018.

The six key areas of emphasis that the broad strategic priorities have been categorised into are:

1. **Local Economy:** Managing our future growth
2. **Environment:** Conserving our unique environment
3. **Land Use:** Responsible land use planning, and protecting rural land
4. **Society:** A strong sense of community addressing social issues and effective community wellbeing
5. **Asset Management & Financial Sustainability:** Provision of functional assets to support services, involving built/acquired assets and infrastructure; Financial proficiency and sustainability
6. **Good Governance:** Active and responsible civic leadership and excellence in management

Each of these areas of emphasis and themes guide the strategies and actions identified in the components of the Shire's Integrated Planning and Reporting Framework.





## Analysis of Environment

A workforce analysis has been conducted to ascertain what challenges the Shire may face now and into the future.

### Work Type

Item	Waroona Shire	Western Australia
Full-time employees	53.4%	57%
Part-time employees	29%	30%
Away from work	9%	5.2%
Unemployed	8.7%	7.8%
Worked 40 hours per week or more	40.4%	44.6%
Did voluntary work	19%	16.9%

Table 1 - Work type. Source: ABS 2016 Census.

### Occupations and Industries

Item	Waroona shire	Western Australia
Top 5 occupations	1. Technicians and Trade Workers (22.5%)	1. Professionals (20.5%)
	2. Machinery Operators and Drivers (16.2%)	2. Technicians and Trade Workers (16.2%)
	3. Labourers (13.4%)	3. Clerical and Administrative Workers (13%)
	4. Community and Personal Service Workers (11.6%)	4. Managers (12%)
	5. Managers (10.6%)	5. Community and Personal Service Workers (10.6%)
Top 5 industries	1. Alumina Production (8.1%)	1. Hospitals (3.6%)
	2. Bauxite Mining (5.6%)	2. Primary Education (2.6%)
	3. Site Preparation Services (5.5%)	3. Iron Ore Mining (2.5%)
	4. Aged Care Residential Services (4.7%)	4. Supermarket and Grocery Stores (2.4%)
	5. Local Government Administration (3.2%)	5. Cafes and Restaurants (2.3%)

Table 2 - Occupations and industries. Source: ABS 2016 Census.

### Education

Highest Educational Attainment	Waroona shire	Western Australia
Bachelor Degree and above	6%	20.5%
Advanced Diploma and Diploma	6.4%	8.9%
Certificate IV	2.6%	3.1%
Certificate III	18.6%	14%
Year 12	12.1%	16%
Year 11	7.1%	5.4%
Year 10	17.9%	11.8%

Highest Educational Attainment	Waroona shire	Western Australia
Certificate II	0%	0%
Certificate I	0%	0%
Year 9 and below	9.5%	5.9%
No educational attainment	0.5%	0.5%
Not stated	16.5%	11%

Table 3 - Highest educational attainment. Source: ABS 2016 Census.

## Local Government

In 2018, the Local Government Workforce Development Group, guided by the Australian Local Government Association, completed a study to identify the current and emerging skill needs of local government to better position the sector for the future. Below is a summary of their findings.

The world of work in the next two decades will be shaped by technological advances, digital connectivity, globalisation, an ageing population and changing economic structures. These five mega trends are driving the speed of change and are expected to lead to the restructuring of labour markets throughout Australia, including local government.

Local government as an industry in Western Australia features:

- 139 local governments
- Over 22,700 workers employed in 220 occupations
- 54% full-time employees, 17% part-time employees and 29% casual employees
- Lower than average unplanned turnover of 7.8% compared to local governments nationally
- An older workforce with 51.3% employees above the age of 45 years compared to an average of 40.6% across all industries
- A decline in employees aged under 30 years
- An increasingly qualified workforce with 43.1% holding a Diploma or higher-level qualification
- A significant decline in apprentices and trainees

The study revealed that 47% of local governments are experiencing a skill shortage and skill gaps, with Building Surveyors, Environmental Health Officers, Engineers, Town Planners and Plant Operators being the top five occupations of skills shortages. The key reasons behind the skills shortage are the inability of councils to compete with the private sector on remuneration, lack of suitably qualified/experienced candidates and remoteness/location making it difficult to attract, train and retain workers. Furthermore, 72% of local governments have unmet training needs, higher than any other state/territory in Australia, arising from lack of training available locally, lack of providers in Western Australia, and the centralisation of courses in metropolitan areas not available online. Training availability and budgetary and time constraints are the most commonly cited factors hindering staff from developing their skills.

For further information regarding the local government workforce, review the *Local Government Workforce and Future Skills Report Australia* prepared by the Australian Local Government Association.

## Skill Gaps

A skill gap is the gap between the skill level of the employee and the skills needed to perform their job role, as desired by their employer. Key areas listed by local governments as being the most critical in terms of skill gaps are listed in Table 4.

Occupations with Critical Skill Gap	What new skills are required	Drivers behind skills shortage
Leadership / Supervisory Roles	<ul style="list-style-type: none"> <li>- Hands on people management skills</li> <li>- Effective communication</li> <li>- Selection, recruitment and supervision</li> </ul>	<ul style="list-style-type: none"> <li>- Cost of courses</li> <li>- Lack of training and development</li> <li>- Lack of motivation for skill development</li> </ul>
Information Technology	<ul style="list-style-type: none"> <li>- Cloud based technology</li> <li>- Certification courses</li> <li>- Digital technology skills</li> <li>- Degree level skills</li> </ul>	<ul style="list-style-type: none"> <li>- Courses are not available in WA</li> <li>- Changing demand for libraries requiring new skills</li> <li>- Limited skills of applicants</li> <li>- Courses metropolitan based</li> </ul>
Environment Health Officers	<ul style="list-style-type: none"> <li>- Lack of industry experience</li> <li>- Management, leadership and professional development</li> </ul>	<ul style="list-style-type: none"> <li>- Change in university course</li> <li>- No formal training program</li> </ul>
Engineers	<ul style="list-style-type: none"> <li>- Leadership skills</li> <li>- Technical engineering knowledge</li> </ul>	<ul style="list-style-type: none"> <li>- No formal training program</li> <li>- Lack of training</li> <li>- Can't compete with private enterprise</li> </ul>
Accounting / Finance	<ul style="list-style-type: none"> <li>- Budgeting, monthly reporting</li> <li>- Technical understanding of payroll process</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of training</li> <li>- Lack of trained applicants in rural areas</li> </ul>
Project Managers	<ul style="list-style-type: none"> <li>- Contract management</li> <li>- Project management</li> </ul>	<ul style="list-style-type: none"> <li>- Limited suitable applicants in remote areas</li> <li>- Inexperience and exposure</li> </ul>
Governance / Procurement / Risk Managers	<ul style="list-style-type: none"> <li>- Knowledge of procurement, tendering and risk compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of training</li> </ul>
Plant Operators	<ul style="list-style-type: none"> <li>- Tickets</li> <li>- Experience operating machinery</li> </ul>	<ul style="list-style-type: none"> <li>- Cost of training</li> <li>- Access to affordable regional training</li> <li>- Loss of operators to mining industry</li> </ul>
Community Ranger	<ul style="list-style-type: none"> <li>- Bushfire compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Industry specific role</li> </ul>
Building Surveyors	<ul style="list-style-type: none"> <li>- Bushfire Attack Level</li> <li>- Fire assessment risk</li> <li>- Disability access inclusion plans</li> </ul>	<ul style="list-style-type: none"> <li>- Change in legislation for councils in designated risk areas</li> <li>- Mandatory training required</li> <li>- Courses not available in WA</li> </ul>

Table 4 - Occupations with critical skill gap in local government. Source: Local Government Skills Shortage Survey 2017, Local Government Workforce Development Group.

## Unmet Training Needs

Table 5 provides an overview of some of the key areas of unmet need and the reason listed by local governments for this gap.

Unmet Training Need	Reason
Asset Management	- No introductory short courses
Financial Management	- Lack of regional training or support
Governance & Risk Management	- No courses offered locally
Human Resource Management	- No courses offered locally
Leadership & Management	- Course cost prohibitive
Project Management	- No courses offered locally - Course cost prohibitive - Lack of regional training or support
Supervisor Training	- Lack of local availability of training and trainers
Time Management	- No courses offered locally
Building Surveyors	- Lack of courses - New fire requirements and lack of courses for this
Engineering Traineeships	- No longer a provider in WA
Environmental Health Officer	- Limited courses – none offered locally
Town Planning	- Limited courses – none offered locally
Workplace Health & Safety	- Limited courses – none offered locally
Plant Operators	- Limited courses – none offered locally
Conservation & Land Management	- Limited courses – none offered locally
Customer Service	- Courses not offered locally
Fire Service / Emergency Management	- No courses
Horticulture	- Limited courses – none offered locally
Library and Information Services	- No longer a provider in WA
Specific Software Training	- Lack of courses provided by suppliers

Table 5 - Unmet training needed in local government. Source: Local Government Skills Shortage Survey 2017, Local Government Workforce Development Group.

## Emerging Issues

Table 6 provides an overview of the key emerging issues that will impact on future skilling needs of councils.

Internal / External Factors	Impact
Ageing Workforce	<ul style="list-style-type: none"> <li>- Loss of corporate knowledge</li> <li>- Alter methods so as to source/attract new staff from further afield</li> <li>- Need for succession planning to share knowledge</li> <li>- No young staff to refresh ageing staff</li> <li>- People staying in positions longer – no capacity to bring on young trainees</li> <li>- Skill gaps in civil teams</li> <li>- Difficulty in filling gaps as older staff leave</li> </ul>
Technological Change & Digitisation	<ul style="list-style-type: none"> <li>- Need a cultural shift in some areas</li> <li>- Need to upskill current employees</li> <li>- New data analysis and interpretation skills required</li> <li>- Change in the way we work – more automation</li> <li>- Upgrade of equipment and software programs</li> <li>- Change service delivery</li> </ul>
Increase in Governance & Compliance Levels	<ul style="list-style-type: none"> <li>- Requires more time for reporting and audits</li> <li>- Increase in knowledge base essential</li> <li>- Change in operating processes</li> <li>- Change in management practices</li> </ul>
Change in Community Expectations	<ul style="list-style-type: none"> <li>- Change what roles are needed and at what level</li> <li>- Continuous review of council resources to meet changing needs of the community</li> <li>- Increasing need for community engagement</li> </ul>
New legislation / Regulation	<ul style="list-style-type: none"> <li>- Changes to Community Care Services</li> <li>- Children Services – increased qualification requirements</li> <li>- Duty of Care – potential increase in litigation</li> <li>- Takes time and ability to learn and implement changes</li> <li>- Results in increased governance and management related roles</li> <li>- Asset Management – statutory requirements</li> <li>- Workplace Health &amp; Safety – increased training needed</li> </ul>
Growth within Local Government Area	<ul style="list-style-type: none"> <li>- Increased workloads – burn out of staff</li> <li>- Taking over new properties/facilities – increase in staff and cost of training</li> <li>- New building construction – increases in project/administration/parks/maintenance staff needed</li> <li>- New infrastructure – need project management skills</li> </ul>
Waste Management	<ul style="list-style-type: none"> <li>- New recycling centre – increase in staff in sustainability area</li> <li>- New site will require increased contracts</li> </ul>
Change in Funding Level	<ul style="list-style-type: none"> <li>- Reduced Federal Assistance Grants and road funding</li> <li>- Cost shifting by government – increasing staffing required</li> <li>- Decreased budget for training</li> </ul>
Population Decrease	<ul style="list-style-type: none"> <li>- Taking skilled young people out of the district</li> </ul>

Table 6 - Emerging issues in local government. Source: Local Government Skills Shortage Survey 2017, Local Government Workforce Development Group

## Emerging Skills

Table 7 provides an overview of the new skills emerging over the next three years as a result of technological advances and digital disruption.

Skill	Strategies to Address Skill Need
Smart Technology – Mobile Devices	<ul style="list-style-type: none"> <li>- Training of staff to use computer controlled plant and machinery. Upskill mechanics and users, source new staff where required</li> <li>- Greater reliance on GPS enabled tablets for use by outdoor staff – upskill staff</li> <li>- Increased use of drones – upskill staff</li> </ul>
General IT Skills	<ul style="list-style-type: none"> <li>- Moving to cloud based platform</li> <li>- Change of IT platform</li> <li>- Use of electronic business forms – move away from paper based systems</li> <li>- Upskill staff to use technology effectively</li> <li>- Train staff to do IT trouble shooting, IT and website development, and IT management systems</li> <li>- Upskill staff in graphic design and website building</li> </ul>
Digitisation	<ul style="list-style-type: none"> <li>- Customer service interfaces will change – need to upskill current staff</li> </ul>
Agile Working Style	<ul style="list-style-type: none"> <li>- New enterprise system implementation</li> <li>- Employing new staff with relevant capability and experience to drive a digital platform</li> </ul>
Innovation Mindset	<ul style="list-style-type: none"> <li>- Cultural change required</li> </ul>
Social Media Platforms	<ul style="list-style-type: none"> <li>- Building up staff within marketing team</li> <li>- Employing staff with contemporary PR and marketing capability</li> </ul>

Table 7 - New skills emerging over next 3 years in local government. Source: Local Government Skills Shortage Survey 2017, Local Government Workforce Development Group

## Analysis of Workforce

### Staffing Levels per Department

Department	Full Time	Part Time	Casual	TOTAL
Corporate Services	9	7	2	<b>18</b>
Executive Services	1	0	0	<b>1</b>
Landcare	0	2	1	<b>3</b>
Planning & Building Services	5	5	13	<b>23</b>
Strategic Development	2	1	1	<b>4</b>
Technical Services	11	2	6	<b>19</b>
<b>TOTAL</b>	<b>28</b>	<b>17</b>	<b>23</b>	<b>68</b>

Table 8 - Staffing levels per department 2019. Source: Shire of Waroona

### Staffing Levels & Percentage Change

	2017	2018	2019
Number of Employees	73	66	68
Total Workforce FTE	41.52	42	39.8
Workforce FTE % Change	-	+1.16%	-5.24%

Table 9 - Staffing levels 2016 - 2019. Source: Shire of Waroona

### Workforce Costs

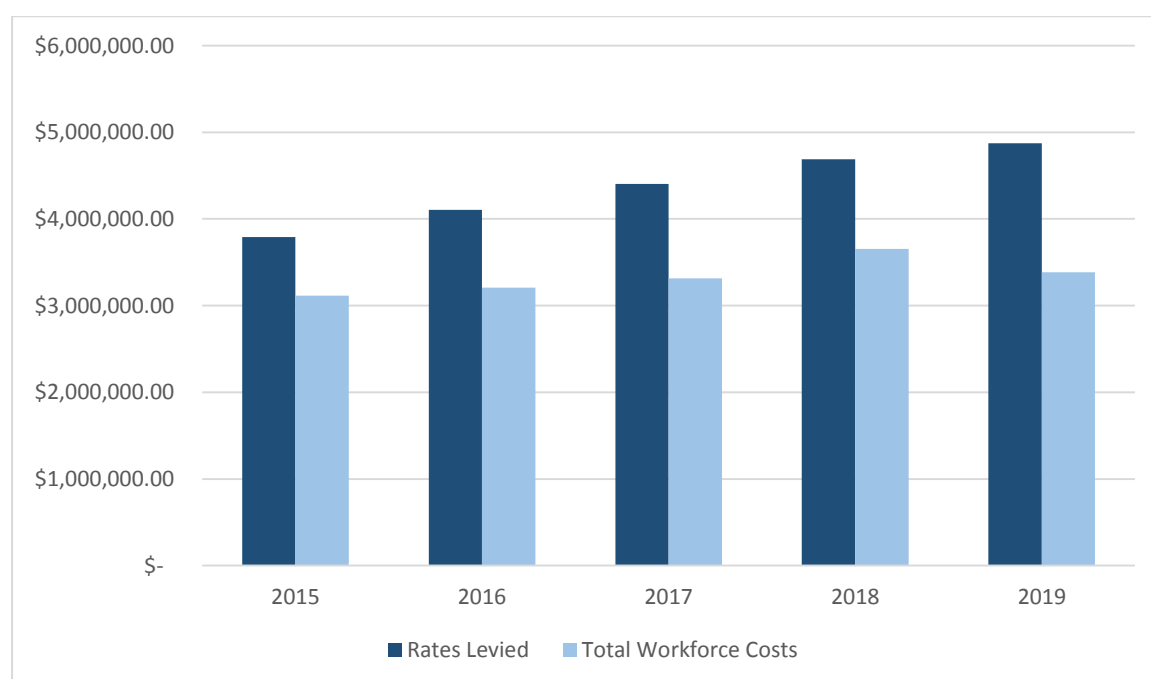


Figure 6 - Workforce costs 2015 - 2019. Source: Shire of Waroona



## Workforce Costs as a Percentage of Total Levied Revenue

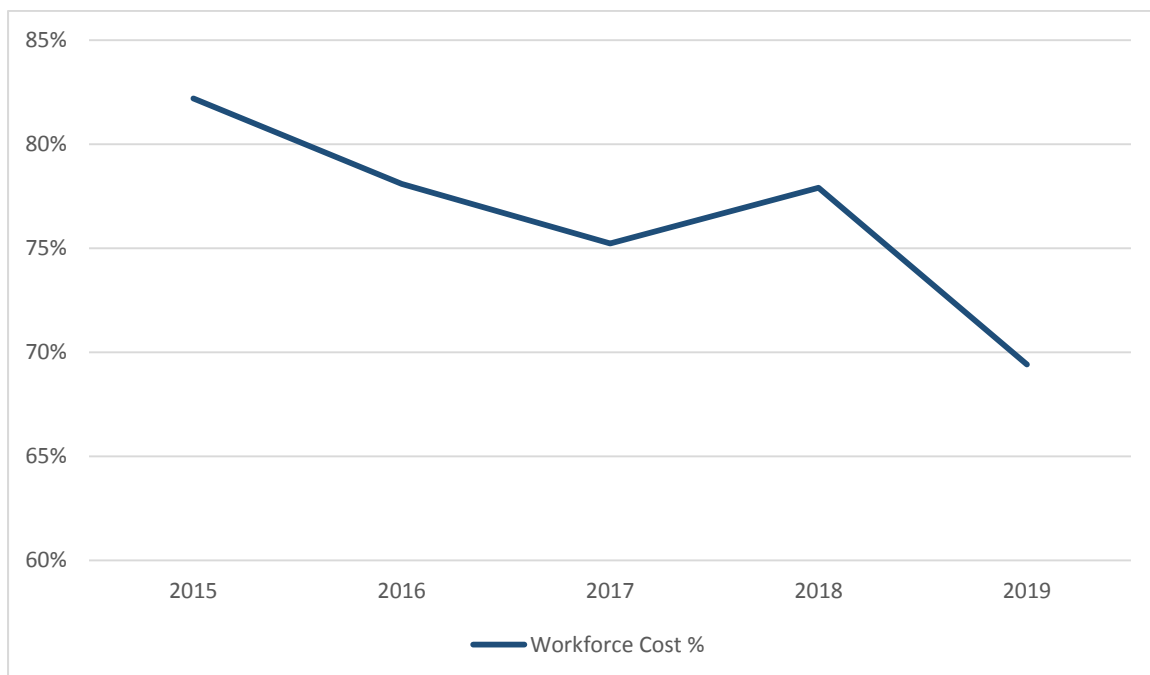


Figure 7 - Workforce costs as a percentage of total levied revenue 2015 - 2019. Source: Shire of Waroona

## Length of Service with the Shire

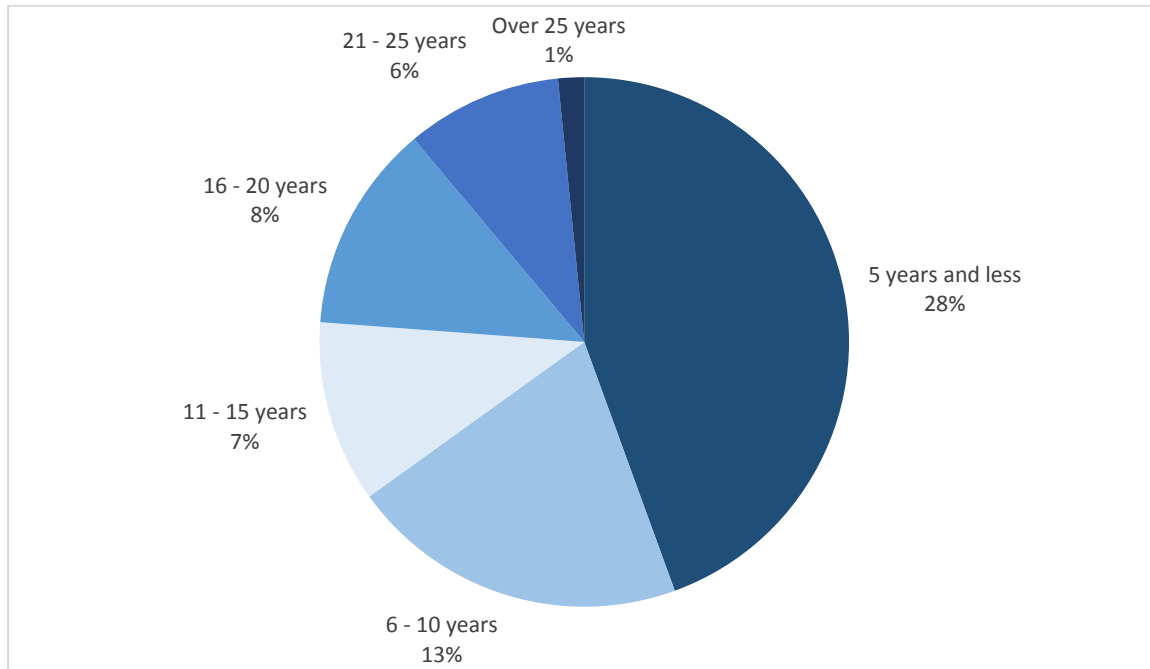


Figure 8 - Length of service with the Shire 2019. Source: Shire of Waroona

## Workforce Age Distribution

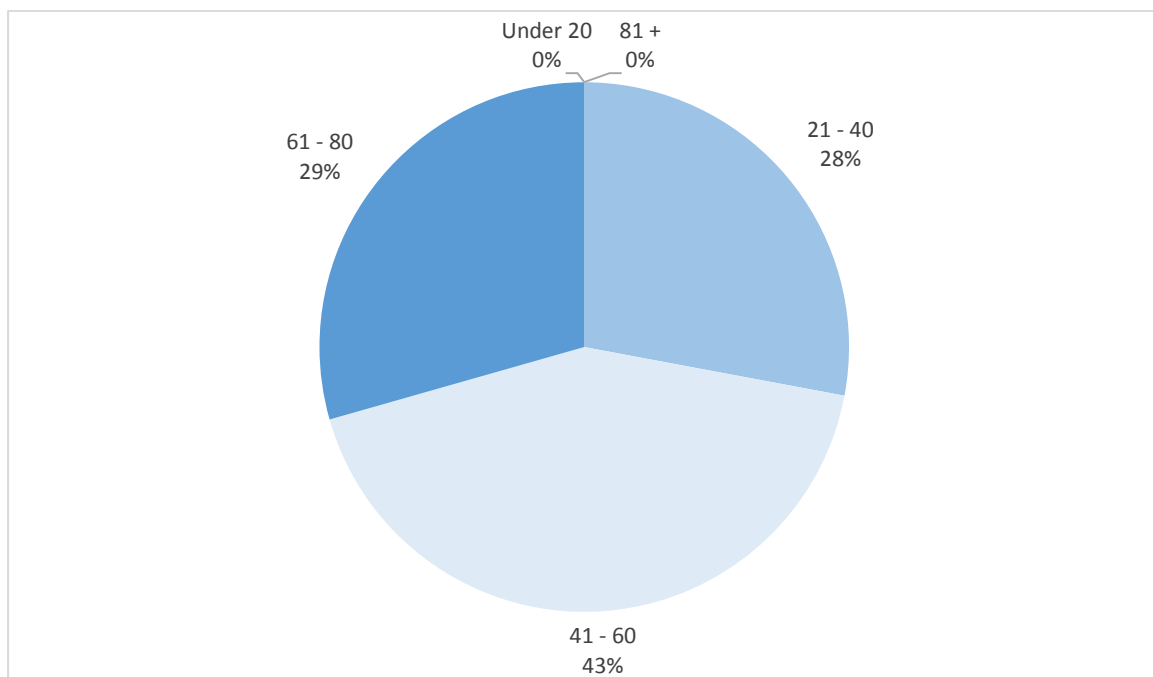


Figure 9 - Workforce age distribution 2019. Source: Shire of Waroona

## Workforce Employment Type

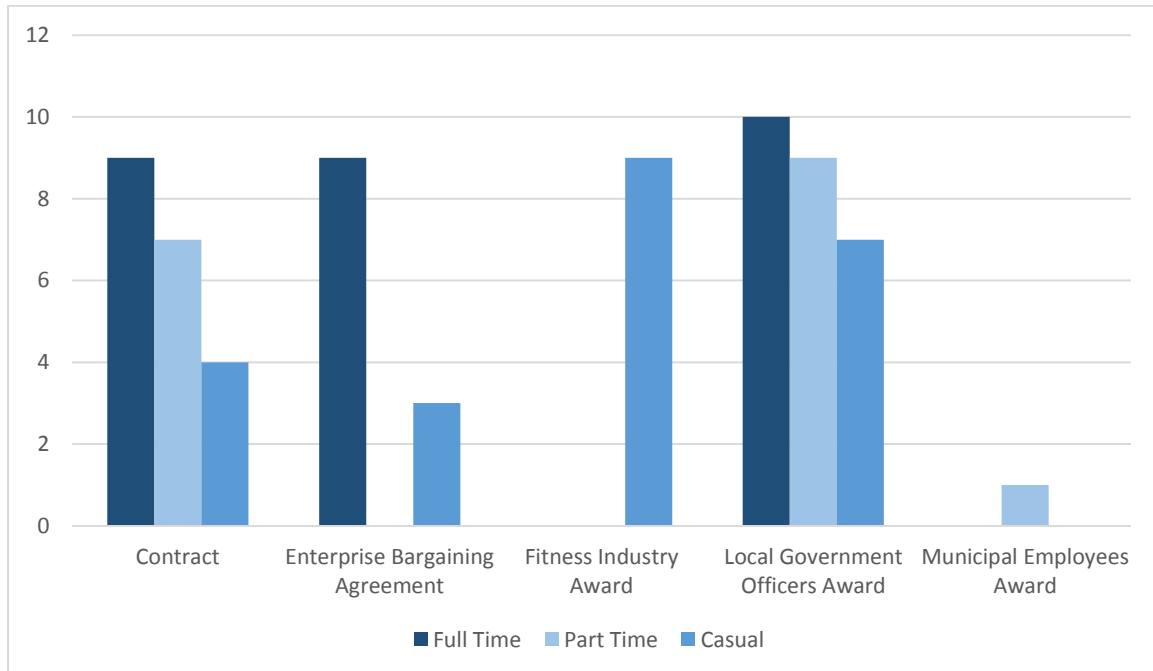


Figure 10 - Workforce employment type 2019. Source: Shire of Waroona

## Diversity

	2017	2018	2019
Male	36%	38%	32%
Female	64%	62%	68%
Indigenous	4%	6%	6%

Table 10 - Diversity of workforce 2016 - 2019. Source: Shire of Waroona

## Recruitment

	2017	2018	2019
Number employment vacancies	2	2	8
Recruitment expenditure	\$1,589	\$2,246	\$5,705

Table 11 - Recruitment and associated costs 2016 - 2019. Source: Shire of Waroona

## Training & Development

	2017	2018	2019
Training expenditure (cost)	\$71,851	\$76,648	\$70,284

Table 12 - Training and development expenditure 2016 - 2019. Source: Shire of Waroona

## Feedback from Employee Questionnaire

In July 2019, all employees were provided with an opportunity to complete an Employee Questionnaire (Appendix 2) to assist in the update of the Workforce Plan. A total of 38 employees out of 68 completed the questionnaire. This comprised of 24/28 full time employees, 10/17 part time employees and 4/23 casual employees. In addition to statistical and demographic information, employees were able to provide answers to a number of questions. These questions and the responses are as follows:

*Percentages are based on the number of responses for a particular question compared to the total number of responses for that question.*

What are your career plans for the future?	%
Continue local government career	48
Pursue study / develop skills / find work in the area currently studying	26
Move into a managerial role	11
Stay with the Shire until retirement	7
Work in private industry	4
Work with seniors and disability	4

<b>What other roles would you like to try if you could?</b>	<b>%</b>
Management (Supervisor / Manager / Exec Manager / Director / CEO)	23
Works & Services	17
Administration / Finance / Accounting	12
Cemeteries	12
Library Services	12
Asset Management	6
Environmental Sustainability	6
Project Work	6
Ranger Services	6

<b>What would you like to see included in the Shire's Workforce Plan?</b>	<b>%</b>
Education and training opportunities with financial assistance from the Shire	28
Recruitment of Works & Services staff	20
Recruitment of Economic Development Officer	12
Recruitment of Marketing & Communications Officer	8
Recruitment of Technical Officer	4
Focus on recruitment and development of younger workers	4
Increased delivery of Human Resources	4
Provision of workplace team building activities	4
Review of organisational structure	4
Review of Competency Framework for all departments	4
Review of methods of delivery and reporting of Workforce Plan	4
Workforce Plan to be considered as part of any future restructures	4

<b>What do you think is important in the workplace and for the future of our community?</b>	<b>%</b>
Digitisation – records, electronic invoicing, submissions, applications, issue of permits	14
Flexible work arrangements – investigation into working from home	10
Fulfilment of roles and acknowledgement of work completed	10
Increased promotion of the Shire's objectives and activities	10
Recruitment of younger workers	10
Whole of community approach – less immediate reactions to the minority	10
Environmental consideration and sustainability	5
Open communication and encouragement towards new ideas	5
Transparency	5
Continued support of workers with family commitments	3
Economic diversification	3
Improvements to Shire facilities (equipment, wifi)	3
Increased inclusion and socialisation of all Shire workers	3
Matching resources with levels of service	3
Support of small/medium local businesses	3
Whole of organisation approach – reduce development of silos/segregation	3

## Workforce Satisfaction

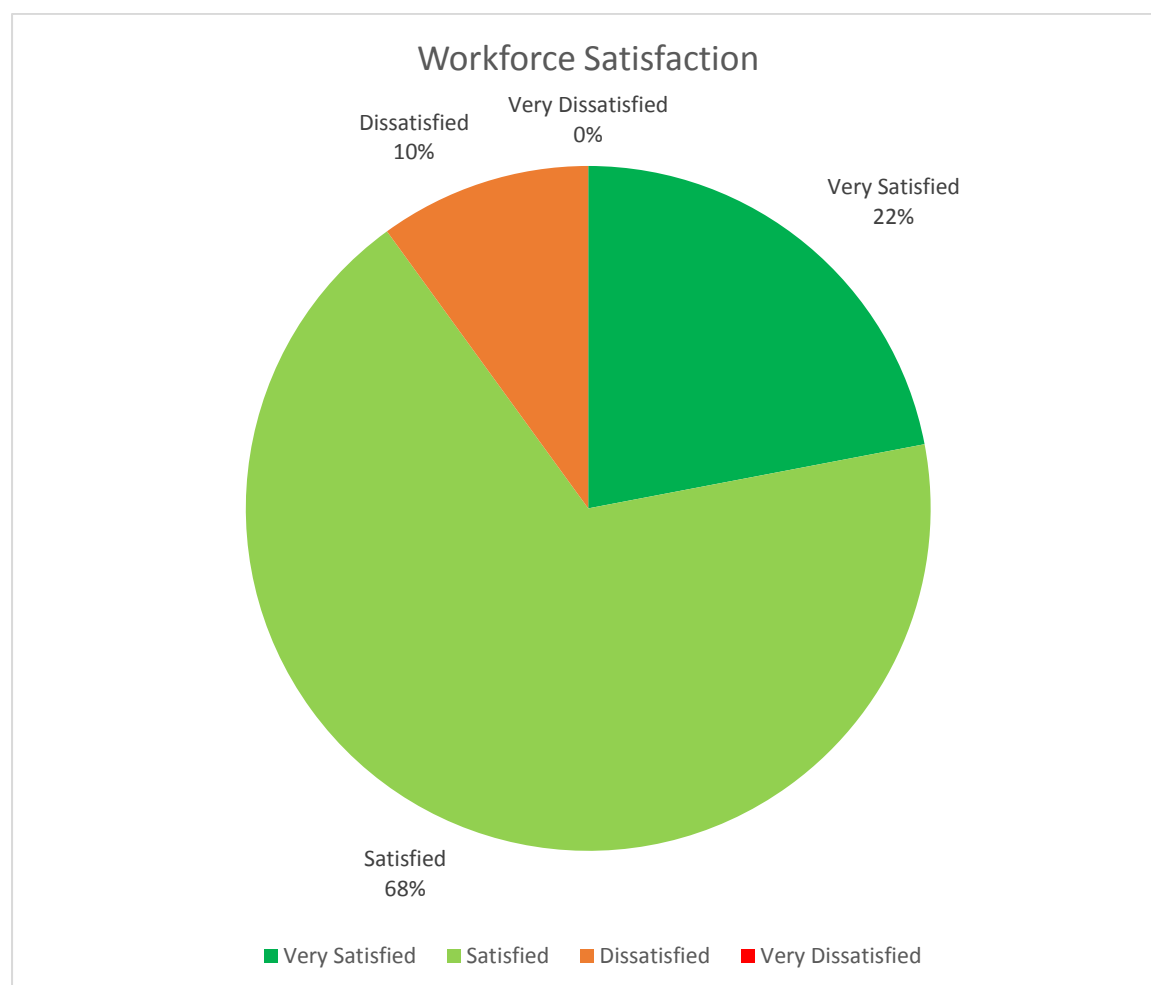


Figure 11 - Workforce satisfaction. Source: Shire of Waroona

How could this be improved?	%
Providing Consumer Price Index increase	21
Increased communication	16
Increased administration/implementation staff and less technical/management staff	9
Opportunities for career and personal development	9
Review of the organisational structure	9
Gender pay equality	7
Increased Works & Services staff	7
Improved Information Technology and equipment	4
More workplace social events	4
Continue multi-skilling across organisation	2
Flexibility in leave arrangements	2
Increased importance of ergonomics	2
Increased socialisation between administration staff and other staff	2
Long term approach to human resources and other matters	2
Review of corporate risk	2
Support positive mental health	2

## Delivery Plan

The Shire needs to proactively plan for the future through developing the capability of existing staff, identifying critical areas of risk and developing succession plans. The six strategies below contain actions which will assist the Shire over the next ten years.

Strategy 1: Develop long term resourcing strategies that are aligned to the Strategic Community Plan										
Action	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29
1.1 Develop a Workforce Plan policy	■									
1.2 Undertake annual Workforce Plan reviews	■	■	■	■	■	■	■	■	■	■
1.3 Undertake a major Workforce Plan review every 4 years	■			■			■			■

Strategy 2: Recruit, train and retain high achieving employees										
Action	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29
2.1 Undertake training on best practice recruitment and selection processes	■		■		■		■		■	
2.2 Review induction program for new employees		■		■		■		■		■
2.3 Review training and development plan	■			■			■			■
2.4 Develop online training and induction programs	■									
2.5 Develop employee development and growth plans	■									
2.6 Develop an integrated performance management system	■									
2.7 Undertake training in best practice for managing performance	■		■		■		■		■	
2.8 Coordinate the employee personnel evaluation system	■	■	■	■	■	■	■	■	■	■

### Strategy 3: Recognise and reward high achieving employees

Action	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29
3.1 Negotiate an Enterprise Agreement renewal	■	■	■	■	■	■	■	■	■	■
3.2 Facilitate employee recognition program	■	■	■	■	■	■	■	■	■	■
3.3 Implement flexible working arrangements	■	■	■	■	■	■	■	■	■	■
3.4 Review employee higher duties and secondment system	■			■			■			■

### Strategy 4: Consult and inform employees about key decisions by, and issues for, the organisation

Action	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29
4.1 Develop a workforce communication strategy	■									
4.2 Undertake training in best practice communication techniques	■			■			■			■
4.3 Undertake regular directorate staff meetings	■	■	■	■	■	■	■	■	■	■
4.4 Produce and distribute staff information bulletin	■	■	■	■	■	■	■	■	■	■



## Strategy 5: Provide a healthy, safe and fair workplace

Action	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29
5.1 Implement Occupational Safety & Health Management Plan	■	■	■	■	■	■	■	■	■	■
5.2 Implement Employee Health Program	■	■	■	■	■	■	■	■	■	■
5.3 Review Injury Management and Rehabilitation Management systems	■			■			■			■
5.4 Review Fitness for Work Management System	■			■			■			■
5.5 Review Peer Support and Employee Assistance Programs	■			■			■			■
5.6 Review Alcohol & Drug Workplace policy	■			■			■			■
5.7 Complete Annual Equal Opportunity Report	■	■	■	■	■	■	■	■	■	■
5.8 Provide appropriate and adequate equipment and technology	■	■	■	■	■	■	■	■	■	■

## Strategy 6: Measure and report on success and sustainability

Action	19/ 20	20/ 21	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29
6.1 Collate workforce performance data for inclusion in Annual Report	■	■	■	■	■	■	■	■	■	■
6.2 Coordinate annual internal Occupational Safety & Health audit	■	■	■	■	■	■	■	■	■	■
6.3 Arrange external Occupational Safety & Health audit	■			■			■			■
6.4 Coordinate Employee Questionnaire	■	■	■	■	■	■	■	■	■	■
6.5 Review workforce performance measures and systems for capturing performance data	■			■			■			■

## Workforce Capacity

### Workforce capacity and growth forecast

The Shire has reviewed its services to identify key workforce enhancements for 2019/20, as displayed in Table 16.

Position	Justification
Executive Support Officer	Develop part time position to full time to provide support to Chief Executive Officer and other executive staff.
Economic Development Officer	Develop part time position to manage economic development portfolio with community development.
Marketing & Communications Officer	Develop part time position to manage marketing and communications across the organisation.
Technical Services Officer	Meet increasing demands due to growth of work, community expectations and levels of service.
Plant Operator / Labourer	Meet increasing demands due to growth of work, community expectations and levels of service.
Parks & Gardens General Hand	Meet increasing demands due to growth of work, community expectations and levels of service.

Table 13 - Workforce enhancements and justifications.

In response to service changes and managing workforce costs to a sustainable level, the Shire has deferred workplace growth requests that are not funded into the long term (5 – 10 years). Workforce growth initiatives for the immediate future are detailed in Table 17.

Position	Full Time Equivalent			
	2019/20	2020/21	2021/22	2022/23
Executive Support Officer	0.3			
Economic Development Officer		0.5		
Marketing & Communications Officer				0.5
Technical Services Officer			1	
Plant Operator / Labourer		1		
Parks & Gardens General Hand		1		
<b>TOTAL</b>	<b>0.3</b>	<b>2.5</b>	<b>1</b>	<b>0.5</b>

Table 14 - Workforce enhancements and resource allocations.

The ten year workforce growth plan in Table 18 represents annual growth (non-accumulative) and required Full Time Equivalents. A Full Time Equivalent (FTE) figure represents a percentage of work hours completed annually out of a total of 1,976 hours, which is considered full time.

	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29
<b>CHIEF EXECUTIVE OFFICE</b>										
Chief Executive Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>CORPORATE SERVICES</b>										
Director Corporate Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Support Officer	0.70	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Manager Corporate Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Corporate Compliance Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Finance Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Rates Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Licensing Officer	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90
Visitor Centre Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Library Officer	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80
Marketing & Communications Officer	0.00	0.00	0.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Ranger*	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Information Technology*	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Landcare**	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
DEPARTMENT TOTAL	15.10	15.40	15.40	15.90	15.90	15.90	15.90	15.90	15.90	15.90
<b>PLANNING &amp; BUILDING SERVICES</b>										
Executive Manager Planning & Building Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Town Planner	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
Environmental Officer	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
Building Surveyor	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Environmental Health Officer*	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Recreation Centre Coordinator	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Recreation Centre Officers	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Cleaners	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
DEPARTMENT TOTAL	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
<b>STRATEGIC DEVELOPMENT</b>										
Director Strategic Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Economic Development Officer	0.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Senior Town Planner	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Community Development Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Development Assistant	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Administration Officer	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
DEPARTMENT TOTAL	3.40	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.90
<b>TECHNICAL SERVICES</b>										
Director Technical Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Manager Works & Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Technical Officer	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Environmental Officer	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Administration Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Works Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Shire Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Plant Operator / Labourer	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Town Maintenance / Labourer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks Team Leader	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks & Gardens General Hand	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Parks & Gardens Trainee	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
DEPARTMENT TOTAL	14.40	16.40	17.40	17.40	17.40	17.40	17.40	17.40	17.40	17.40
<b>TOTAL FULL TIME EQUIVALENT (FTE)</b>	<b>38.90</b>	<b>41.70</b>	<b>42.70</b>	<b>43.20</b>	<b>43.20</b>	<b>43.20</b>	<b>43.20</b>	<b>43.20</b>	<b>43.20</b>	<b>43.20</b>
* Resource share with Shire of Murray										
** Grant funded resource										

Table 15 - 10 year workforce growth plan. Source: Shire of Waroona.

## Critical roles and succession plans

The Shire has considered the critical workforce risks evident within each directorate and as a result, each directorate has developed long and short term succession plans to promote workforce continuity.

A critical position or position group may be deemed critical based upon the following criteria:

- The position has a significant impact on the Shire's strategic outcomes
- The occupation is on a skills shortage register
- The Shire has had difficulty in sourcing/replacing the required skills
- The present incumbent possess significant corporate knowledge

## Workforce capability

The Shire recognises that its workforce capacity is heavily reliant upon its internal capabilities including how effectively the Shire's people, structure, systems of work and leadership interrelate to deliver the Shire's strategic outcomes.

The Shire is committed to developing a capable workforce through the following key results areas:

- Core business competencies
- Core personnel competencies
- Recruitment and appointment
- Development and growth
- Engagement

Table 19 displays the generic skills and attributes that employees require based on the type of role.

Skills / Attributes Required	Employee Type					
	Executive Management Team	Planning, Building, Health & Rangers	Community Development & Recreation	Works & Services	Human Resources & Finance	Customer Service & Other Corporate
Tertiary qualification or relevant experience	■	■			■	
Industry knowledge	■	■			■	
Knowledge of council structure & function	■					
Leadership & change management	■					
Conflict resolution & negotiation skills	■	■				
Understand & interpret statutory requirements	■	■			■	
Understand & interpret legislation	■	■			■	
Ability to apply regulations / legislation	■	■			■	
Professionalism, integrity, ethical, & fair behaviour	■	■	■	■	■	■
Interpersonal skills, friendliness & responsiveness	■	■	■	■	■	■
Collaboration & communication	■	■	■	■	■	■
Analytical skills & problem solving	■	■	■	■	■	■
Adaptability & resilience	■	■	■	■	■	■
Initiative & innovation	■	■	■	■	■	■
Occupational Safety & Health management	■	■	■	■	■	■
Time management & organisational skills	■	■	■	■	■	■
Manual dexterity & physical fitness			■	■		
Customer service skills	■	■	■			■
Computer literacy	■	■	■		■	■

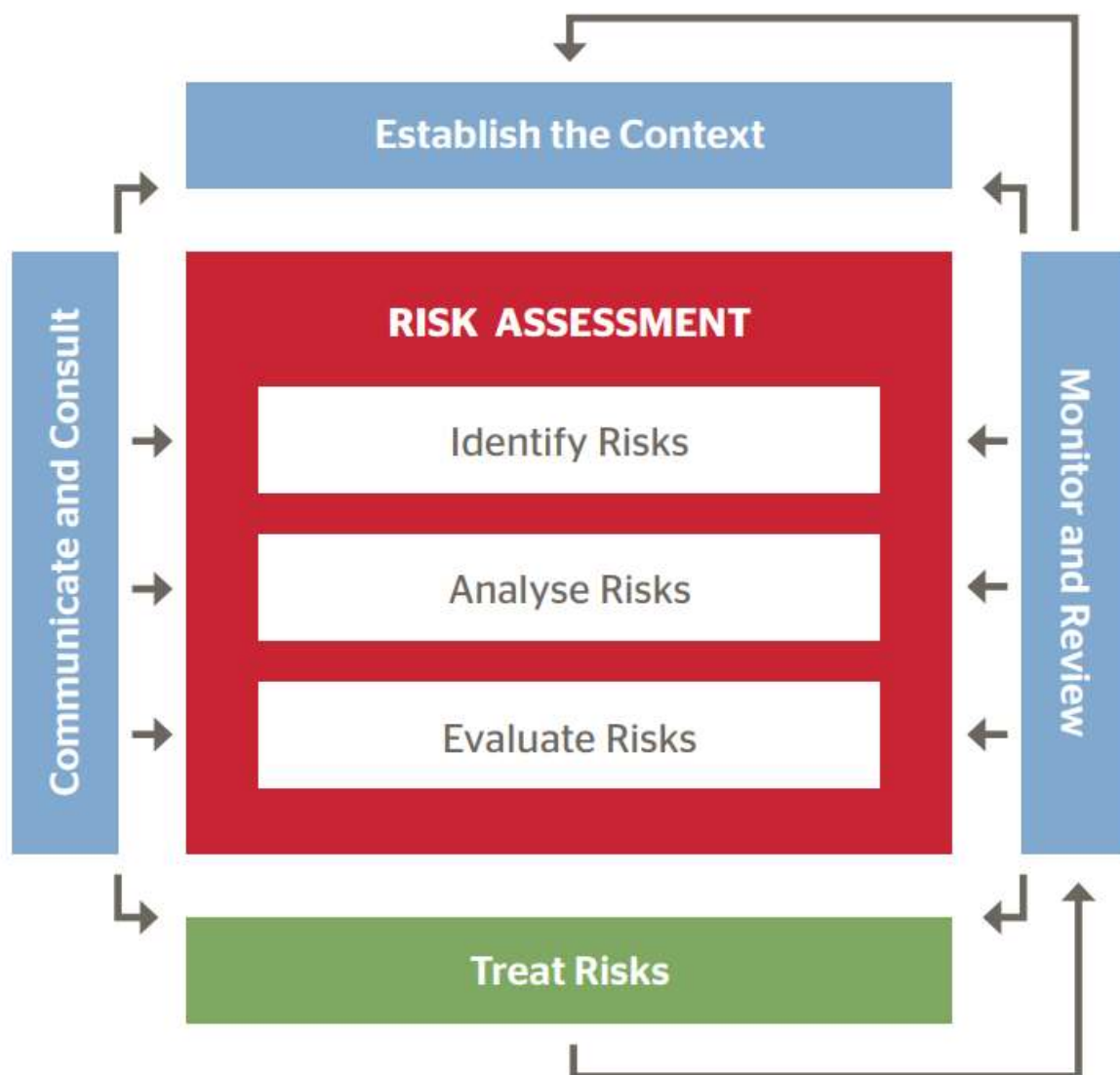
Table 16 - Skills and attributes per employee type.

## Risk Management

The Shire of Waroona is committed to identifying, measuring and managing risks in order to capitalise on opportunities and achieve the objectives of the Council's strategic plans.

To achieve this, the Shire has adopted a risk management framework aligned to AS/NZS ISO 31000.2018 Risk Management – Principles and Guidelines. The frameworks, which is comprised of a Risk Management Policy and Strategy, provides a coordinated and systematic process for managing risks, integrating risk management into everyday decision making and business planning.

A Business Continuity Plan also compliments this framework, ensuring that the Shire can continue to provide essential services to stakeholders in the event of a crisis or major incident.



Measures of Consequence							
Rating (Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment
Insignificant (1)	Near miss or First aid	Less than \$5,000	No material service interruption Backlog cleared < 6 hours	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage	Contained, reversible impact managed by on site response
Minor (2)	Medical type injuries	\$5,000 - \$15,000	Short term temporary interruption Backlog cleared < 1 day	Some temporary non-compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
Moderate (3)	Lost time injury	\$15,001 - \$200,000	Medium term temporary interruption Backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies
Major (4)	Long term disability / multiple injuries	\$200,001 - \$3 million	Prolonged interruption of services Additional resources Performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal and external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
Extreme / Catastrophic (5)	Fatality, permanent disability	More than \$3 million	Indeterminate prolonged interruption of services Non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment and building	Uncontained, irreversible impact



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

Risk Matrix					
Consequence Likelihood	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Certain (5)	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely (4)	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible (3)	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

## Resourcing the Plan

To facilitate the achievement of the community's long term goals and objectives as expressed in the Shire of Waroona Strategic Community Plan and Corporate Business Plan, informing strategies have been developed to ensure the required financial, workforce and infrastructure strategies are in place.

### Strategic Community Plan

The Strategic Community Plan is the Council's principal 10 year strategy and planning document. It is the guiding document for the remainder of the Integrated Planning and Reporting suite. Central to the Plan is community engagement to determine Council's vision and priorities.

The Strategic Community Plan outlines the long-term vision, values, aspirations and priorities for the community over the next ten years. It is the highest level strategic document that guides the decision of Council and ensures that the staff and operations are aligned to achieve the community's aspirations, now and into the future. The Strategic Community Plan forms part of the Integrated Planning and Reporting Framework legislated under the Local Government Act 1995. This framework requires each local government to engage with their community to understand local priorities and aspirations and develop a plan for the future. The Shire of Waroona and the community share ownership of the Strategic Community Plan 2018/19 – 2027/28 and the responsibility for ensuring its success. Implementation of the Strategic Community Plan will require a partnership approach between Council, the community and a number of key agencies and stakeholders.

### Corporate Business Plan

The Corporate Business Plan is the Council's four year planning document and one of the core components of the Council's Integrated Planning and Reporting Framework. It gives effect to the first four years of the Strategic Community Plan and is pivotal in ensuring that the short and medium term commitments are both strategically aligned and affordable.

The Corporate Business Plan sits in the middle of the Council's planning hierarchy and identifies a number or prioritised services, operations and projects that the Council plans to undertake over the next four years to deliver the community's main priorities and expectations as identified in the Strategic Community Plan. It is a statutory requirement that that Corporate Business Plan is reviewed every year to ensure alignment to the short term Annual Budget and long term Strategic Community Plan.

### Long Term Financial Plan

The Long Term Financial Plan is a modelling tool to project the Shire's financial commitments over the next ten years as a means of helping to ensure financial sustainability.

The Long Term Financial Plan is a dynamic tool which analyses financial trends over a ten year period on a range of assumptions and provides information to assess the impacts of current decision and

budgets on future financial sustainability. The aim of the Long Term Financial Plan is to achieve the following objectives:

- Help to project commitments with regards to the costs of new services or projects as a result of community growth and expectations or changing demographics
- Maintain a strong cash position, ensuring that the Shire remain financially sustainable in the long term, and has the capacity to respond to unexpected opportunities or unpredictable events such as natural disasters
- Strategically pursue state and federal government grant funding opportunities where aligned with the Strategic Community Plan and Corporate Business Plan requirements
- Plan rate increases to balance the budget to ensure service delivery that meets reasonable community needs
- Ensure that critical infrastructure asset renewal is funded at the optimum time
- Maximise opportunities for Shire freehold properties from an economic and community development perspective
- Support the broad review of our Strategic Community Plan every two years and a full review every four years

The Long Term Financial Plan will be reviewed annually in conjunction with the budget process to ensure continued relevance and sustainability.

## Asset Management Plan

The Asset Management Plan aims to present information about assets, provides evidence of responsible asset management and compliance with regulatory requirements, and summarise information with regard to funding aimed at maintaining assets at the required levels of service. A primary goal of asset management is to provide the required level of service in the most cost effective manner through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets to provide for present and future generations.

These plans are part of an overall framework that provides for the sustainable management of current and future assets so that the Council can continue to deliver services effectively to the community now and in the future. Underneath the Asset Management Plan, Council has developed asset management strategies for all major classes of infrastructure – roads, buildings, footpaths and cycle networks, drainage, bridges, and parks and other infrastructure. The Council utilises integrated decision making to ensure that built, social, economic and natural impacts of asset provision and maintenance are properly considered throughout the asset management lifecycle.

The Council's strategic financial planning will ensure that sufficient funds are allocated as a priority each year for the operation, maintenance and renewal of assets, and additional funds are identified and allocated where appropriate for the investment in new or upgraded assets.

The following renewal, upgrade or new assets expenditure is provided for in the Long Term Financial Plan over the next four years:

	2019/20	2020/21	2021/22	2022/23
Asset Renewal	\$2,281,472	\$2,740,050	\$2,240,200	\$1,945,200
Asset Upgrades	\$1,430,030	\$888,529	\$824,529	\$908,529
New Assets	\$85,500	\$159,000	\$54,000	\$54,000

To address the findings in the informing strategies above, and complete any actions, a review of current services and resources was undertaken, as follows.

### Aligning services

The services provided by the Shire of Waroona align with the 'Themes and Key Areas of Emphasis' outlined in this plan, and can be summarised as follows:

- Civic Leadership, Good Governance & Excellence in Management
- Public Halls & Other Community Buildings
- Heated Aquatic Centre, Gym, Recreation & Sporting Facilities/Activities
- Library Services
- Transport Licensing
- Community Development & Tourism Promotion
- Ranger Services, Animal Controls, Bushfire Controls
- Landcare Services
- Parks, Gardens, Playgrounds, Reserves, Walk Trails, Nature Areas & Cemetery
- Town & Regional Planning
- Building Inspections & Public Health Inspections
- Roads & Assets Maintenance – *Constructions, renewals and replacements*
- Waste Collections & Waste Site
- Footpaths, Cycle Ways, Drainage & Kerbing

### Aligning resources

Current Resources	Current Capacity
Human Resources	40.5
Infrastructure Assets	\$91,803,812
Property Plant and Equipment	\$38,415,359
Cash Backed Reserves	\$2,397,935
Borrowings	\$365,431
Annual Rates Revenue	\$4,888,697
Annual Operating Income	\$8,200,592
Annual Operating Expenditure	\$9,744,097
Annual Capital Expenditure	\$3,508,477

## Monitoring & Reporting

The Shire of Waroona has a robust reporting framework in place that tracks key performance indicators at the individual, service area and organisational level. The Chief Executive Officer has targets and objectives that are set and revised by the Council to deliver on key Council priorities.

The Shire's performance data is captured in our corporate database, ensuring that appropriate responsibilities, timeframes, measures and progress are accounted for. Another major performance measure is compliance with the Reporting Advisory Standards, included as *Appendix 3*.

Indicator	Target	Frequency
Workforce Plan reviews	1	Annually
Workforce cost ratio	80%	Annually
Replacement cost ratio	≤ 2%	Annually
Training cost ratio	≥ 2.8%	Annually
Employee voluntary turnover	≤ 10%	Annually
Number of applicants for employment opportunities	5	Per opportunity
Vacancy duration rate	≤ 50 days	Annually
Sick leave taken	≤ 6 days per person	Annually
Overdue leave outstanding	≤ 4 week per person	Annually
Number of Workers Compensation claims	≤ 10	Annually
Lost time injury rates duration	≤ 30 days	Quarterly
Occupational Safety & Health rating	80%	Three years
Shire Employee Questionnaire rating	70%	Four years

### Next Review

The next review of the Workforce Plan will occur in May 2020.



## Appendix 1 – Workforce Plan Compliance

The Workforce Plan meets the Advanced Standard as described in the Integrated Planning and Reporting Advisory Standard.

Standard	Requirement
Not Met	Standard is not met if the Achieving Standard is not met
Achieving Standard	<p>Achieving Standard is met when:</p> <ul style="list-style-type: none"> <li>• A Council has a current Workforce Plan</li> <li>• The Workforce Plan identifies the current workforce profile and organisational structure</li> <li>• The Workforce Plan identifies gaps between the current profile and the organisation's requirements</li> <li>• The Workforce Plan identifies organisational activities to foster and develop workforce</li> <li>• The Workforce Plan is budgeted for in the Corporate Business Plan and Long Term Financial Plan</li> </ul>
Intermediate Standard	<p>Intermediate Standard is met when:</p> <ul style="list-style-type: none"> <li>• The Workforce Plan meets the Achieving Standard</li> <li>• A Council has a Workforce Planning policy</li> <li>• A Council has a system to collect and analyse workforce information</li> <li>• Organisational activities to foster and develop the workforce are being implemented as planned</li> <li>• The Workforce Plan is integrated with other plans</li> <li>• Report to the Council identify workforce requirements and implications and the Council decision making takes these into account</li> <li>• Employees have the opportunity to participate in the workforce planning</li> </ul>
Advanced Standard	<p>Advanced Standard is met when:</p> <ul style="list-style-type: none"> <li>• The Workforce Plan meets the Achieving Standard and Intermediate Standard</li> <li>• Workforce planning, policy and practices are a high priority for the organisation and are incorporated into all planning, decision making, systems, policies and procedures</li> <li>• Managers include workforce consideration as an integral part of the local government's operations for which they are responsible and accountable</li> </ul>



Regulatory Requirement		Compliance Level
(i)	The Council has a current Workforce Plan	Complies
(ii)	The Workforce Plan identifies the current workforce profile and organisational structure	Complies
(iii)	The Workforce Plan identifies gaps between the current profile and the organisation's requirements	Complies
(iv)	The Workforce Plan identifies organisational activities to foster and develop workforce	Complies
(v)	The Workforce Plan is budgeted for in the Corporate Business Plan and Long Term Financial Plan	Complies



### EMPLOYEE QUESTIONNAIRE

#### PERSONAL DETAILS

- 1. EMPLOYEE NAME:** [Click here to enter text.](#)
- 2. DEPARTMENT:**
- ☐ Corporate Services
  - ☐ Planning & Building Services
  - ☐ Strategic Development
  - ☐ Technical Services
- 3. POSITION TITLE:** [Click here to enter text.](#)
- 4. EMPLOYMENT TYPE:**
- ☐ Casual
  - ☐ Part Time
  - ☐ Full Time
  - ☐ Contract
- 5. YEAR COMMENCED AT SHIRE OF WAROONA:** [Click here to enter text.](#)
- 6. AVERAGE PAID HOURS PER FORTNIGHT WORKED:** [Click here to enter text.](#)
- 7. GENDER:**
- ☐ Male ☐ Female
- 8. AGE** [Click here to enter text.](#)
- 9. ARE YOU OF ABORIGINAL OR TORRES STRAIT ISLANDER DESCENT?**
- ☐ Aboriginal ☐ Torres Strait Islander ☐ Both ☐ Neither
- 10. DO YOU HAVE A DISABILITY OR IMPAIRMENT:** ☐ Yes ☐ No

#### TRAINING & QUALIFICATIONS

- 11. HIGHEST EDUCATION AND/OR QUALIFICATION ACHIEVED**

Registered training / Industry certification	Year 10	Year 11	Year 12	Trade / Certificate	Diploma / Assoc. Diploma	Bachelor Degree	Post Graduate Degree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**PLEASE PROVIDE DETAILS:**

**12. ARE YOU UNDERTAKING ANY OTHER TRAINING / PROFESSIONAL DEVELOPMENT?**

Registered training / Industry certification	Year 10	Year 11	Year 12	Trade / Certificate	Diploma / Assoc. Diploma	Bachelor Degree	Post Graduate Degree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**PLEASE PROVIDE DETAILS:**

**13. PLEASE INDICATE WHICH OF THE FOLLOWING QUALIFICATIONS YOU HOLD:**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> 'C' Class Driver's License   | <input type="checkbox"/> White/Blue Card  | <input type="checkbox"/> Dump Truck         |
| <input type="checkbox"/> 'HR' Class Driver's License  | <input type="checkbox"/> Forklift         | <input type="checkbox"/> Telehandler        |
| <input type="checkbox"/> 'MR' Class Driver's License  | <input type="checkbox"/> Chainsaw         | <input type="checkbox"/> OSH                |
| <input type="checkbox"/> Other Class Driver's License | <input type="checkbox"/> Hiab             | <input type="checkbox"/> Senior First Aid   |
| <input type="checkbox"/> Fire Extinguisher            | <input type="checkbox"/> Dozer            | <input type="checkbox"/> BA / Fire Fighting |
| <input type="checkbox"/> Evacuation Training          | <input type="checkbox"/> Crane            | <input type="checkbox"/> Tractor            |
| <input type="checkbox"/> Other (please advise)        | <a href="#">Click here to enter text.</a> |   |
| <input type="checkbox"/> Other (please advise)        | <a href="#">Click here to enter text.</a> |   |
| <input type="checkbox"/> Other (please advise)        | <a href="#">Click here to enter text.</a> |   |

**YOUR COMMENTS**

**14. ARE THERE ANY OTHER KEY TALENTS / SKILLS / EXPERIENCE THAT YOU WOULD LIKE TO TELL US ABOUT?**

**15. WHAT ARE YOUR CAREER PLANS FOR THE FUTURE?**

**16. WHAT OTHER ROLES WOULD YOU LIKE TO TRY IF YOU COULD?**

**17. WHAT WOULD YOU LIKE TO SEE INCLUDED IN THE SHIRE'S WORKFORCE PLAN?**

**18. WHAT DO YOU THINK IS IMPORTANT IN THE WORKPLACE AND FOR THE FUTURE OF OUR COMMUNITY?**

**19. HOW SATISFIED ARE YOU WITH THE CURRENT WORKFORCE ENVIRONMENT?**

☐ Very satisfied   ☐ Satisfied   ☐ Dissatisfied   ☐ Very dissatisfied

**HOW COULD THIS BE IMPROVED?**



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