



13 JUNE 2025

Shire of Esperance

NOTICE OF MEETING AND AGENDA

An Agenda Briefing Session of the Shire of Esperance will be held at Council Chambers on 17 June 2025 commencing at 1:00pm to brief Council on the matters set out in the attached agenda.

An Ordinary Council meeting of the Shire of Esperance will be held at Council Chambers on 24 June 2025 commencing at 4:00pm to consider the matters set out in the attached agenda.

S Burge

Chief Executive Officer

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Esperance for any act, omission or statement or intimation occurring during Council or Committee meetings. The Shire of Esperance disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council or Committee meetings. Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee meeting does so at that person's or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a licence, any statement or intimation of approval made by a member or officer of the Shire of Esperance during the course of any meeting is not intended to be and is not to be taken as notice of approval from the Shire of Esperance. The Shire of Esperance warns that anyone who has any application lodged with the Shire of Esperance must obtain and should only rely on written confirmation of the outcome of the application, and any conditions attaching to the decision made by the Shire of Esperance in respect of the application.

ETHICAL DECISION MAKING AND CONFLICTS OF INTEREST

Council is committed to a code of conduct and all decisions are based on an honest assessment of the issue, ethical decision-making and personal integrity. Councillors and staff adhere to the statutory requirements to declare financial, proximity and impartiality interests and once declared follow the legislation as required.

ATTACHMENTS

Please be advised that in order to save printing and paper costs, all attachments referenced in this paper are available in the original Agenda document for this meeting.

RECORDINGS

The Meeting will be live streamed. The recording will be made publicly available as soon as practical following the meeting.

Disclosure of Interest

☐ Agenda Briefing

☐ Ordinary Council Meeting

☐ Special Meeting

Details

Name of Person Declaring an Interest

Position

Date of Meeting

This form is provided to enable elected members and officers to disclose an interest in the matter in accordance with the regulations of Section 5.65, 5.70 and 5.71 of the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*.

Interest Disclosed

Item Number

Item Title

Nature of Interest

Type of Interest

☐ Financial

☐ Proximity

☐ Impartiality

Interest Disclosed

Item Number

Item Title

Nature of Interest

Type of Interest

☐ Financial

☐ Proximity

☐ Impartiality

Interest Disclosed

Item Number

Item Title

Nature of Interest

Type of Interest

☐ Financial

☐ Proximity

☐ Impartiality

Declaration

I understand that the above information will be recorded in the minutes of the meeting and recorded by the Chief Executive Officer in an appropriate register.

Signature

Date



DISCLOSURE OF INTERESTS

Notes for Your Guidance

IMPACT OF A FINANCIAL INTEREST (s. 5.65. & s. 67. Local Government Act 1995)

A member who has a **Financial Interest** in any matter to be discussed at a Council or Committee Meeting, which will be attended by the member, must disclose the nature of the interest:

- a. In a written notice given to the Chief Executive Officer before the Meeting or;
- b. At the Meeting immediately before the matter is discussed.

A member, who makes a disclosure in respect to an interest, must not:

- a. Preside at the part of the Meeting relating to the matter or;
- b. Participate in, or be present during, any discussion or decision making procedure relative to the matter, unless and to the extent that, the disclosing member is allowed to do so under *Section 5.68* or *Section 5.69* of the *Local Government Act 1995*.

INTERESTS AFFECTING FINANCIAL INTEREST

The following notes are a basic guide for Councillors when they are considering whether they have a **Financial Interest in a matter**.

1. A Financial Interest, pursuant to s. 5.60A or 5.61 of the *Local Government Act 1995*, requiring disclosure occurs when a Council decision might advantageously or detrimentally affect the Councillor or a person closely associated with the Councillor and is capable of being measured in money terms. There are expectations in the *Local Government Act 1995* but they should not be relied on without advice, unless the situation is very clear.
2. If a Councillor is a member of an Association (which is a Body Corporate) with not less than 10 members i.e sporting, social, religious etc, and the Councillor is not a holder of office of profit or a guarantor, and has not leased land to or from the club, i.e, if the Councillor is an ordinary member of the Association, the Councillor has a common and not a financial interest in any matter to that Association.
3. If an interest is shared in common with a significant number of electors and ratepayers, then the obligation to disclose that interest does not arise. Each case needs to be considered.
4. If in doubt declare.
5. As stated if written notice disclosing the interest has not been given to the Chief Executive Officer before the meeting, then it **must** be given when the matter arises in the Agenda, and immediately before the matter is discussed. Under s. 5.65 of the *Local Government Act 1995* failure to notify carries a penalty of \$10 000 or imprisonment for 2 years.
6. Ordinarily the disclosing Councillor must leave the meeting room before discussion commences. The **only** exceptions are:
 - 6.1 Where the Councillor discloses the **extent** of the interest, and Council carries a motion under s.5.68(1)(b)(ii) of the *Local Government Act 1995*; or
 - 6.2 Where the Minister allows the Councillor to participate under s.5.69(3) of the *Local Government Act 1995*, with or without conditions.



INTERESTS AFFECTING PROXIMITY (s. 5.60b Local Government Act 1995)

1. For the purposes of this subdivision, a person has a proximity interest, pursuant to s.5.60B of the Local Government Act 1995, in a matter if the matter concerns;
 - a. a proposed change to a planning scheme affecting land that adjoins the person's land; or
 - b. a proposed change to the zoning or use of land that adjoins the person's land; or
 - c. a proposed development (as defined in section 5.63(5)) of land that adjoins the person's land.
2. In this section, land (the proposal land) adjoins a person's land if;
 - a. The proposal land, not being a thoroughfare, has a common boundary with the person's land; or
 - b. The proposal land, or any part of it, is directly across a thoroughfare from, the person's land; or
 - c. The proposal land is that part of a thoroughfare that has a common boundary with the person's land.
3. In this section a reference to a person's land is a reference to any land owned by the person or in which the person has any estate or interest.

INTERESTS AFFECTING IMPARTIALITY

Definition: An interest, pursuant to Regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, that would give rise to a reasonable belief that the impartiality of the person having the interest would be adversely affected, but does not include an interest as referred to in Section 5.60 of the 'Act'.

A member who has an **Interest Affecting Impartiality** in any matter to be discussed at a Council or Committee Meeting, which will be attended by the member, must disclose the nature of the interest;

- a. In a written notice given to the Chief Executive Officers before the Meeting or;
- b. At the Meeting, immediately before the matter is discussed

IMPACT OF AN IMPARTIALITY DISCLOSURE

There are very different outcomes resulting from disclosing an interest affecting impartiality compared to that of a financial interest. With the declaration of a financial interest, an elected member leaves the room and does not vote.

With the declaration of this type of interest, the elected member stays in the room, participates in the debate and votes. In effect then, following disclosure of an interest affecting impartiality, the member's involvement in the Meeting continues as if no interest existed.

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SHIRE OF ESPERANCE

AGENDA

**ORDINARY COUNCIL MEETING
TO BE HELD IN COUNCIL CHAMBERS ON 24 JUNE 2025
COMMENCING AT 4:00 PM**

1. OFFICIAL OPENING

The Shire of Esperance acknowledges the Kapa Kurl Wudjari people of the Nyungar nation and Ngadju people who are the Traditional Custodians of this land and their continuing connection to land, waters and community. We pay our respects to Elders past, present and emerging and we extend that respect to other Aboriginal Australians today

.2. ATTENDANCE

Members

| | | |
|------------------|------------------|------------|
| Pres. R Chambers | President | |
| Cr J Obourne | Deputy President | Town Ward |
| Cr G Johnston | | Town Ward |
| Cr L de Haas | | Town Ward |
| Cr W Graham | | Rural Ward |
| Cr S Starceovich | | Rural Ward |
| Cr S Flanagan | | Town Ward |
| Cr C Davies | | Town Ward |

Shire Officers

| | |
|-------------------|---|
| Mr S Burge | Chief Executive Officer |
| Mr M Walker | Director Asset Management |
| Mr R Greive | Director External Services |
| Mrs F Baxter | Director Corporate & Community Services |
| Mrs C Hoffrichter | Executive Assistant |

Members of the Public & Press

3. APOLOGIES & NOTIFICATION OF GRANTED LEAVE OF ABSENCE

Previous Granted Leave of Absence

A leave of absence was previously granted to Cr McMullen for the period 17 June 2025 to 17 July 2025 inclusive.

4. APPLICATIONS FOR LEAVE OF ABSENCE

5. ANNOUNCEMENTS BY THE PERSON PRESIDING WITHOUT DISCUSSION

6. DECLARATION OF MEMBERS INTERESTS

6.1 Declarations of Financial Interests – Local Government Act Section 5.60a

6.2 Declarations of Proximity Interests – Local Government Act Section 5.60b

6.3 Declarations of Impartiality Interests – Admin Regulations Section 34c

7. PUBLIC QUESTION TIME

8. PUBLIC ADDRESSES / DEPUTATIONS

9. PETITIONS

Nil

10. CONFIRMATION OF MINUTES

That the Minutes of the Ordinary Council Meeting of the 27 May 2025, and the Special Council Meeting of the 3 June 2025 be confirmed as true and correct records.

Voting Requirement

Simple Majority

11. DELEGATES' REPORTS WITHOUT DISCUSSION

| From October 2023 to September 2025 | | | | |
|---|-------------------------------|--------------------------------|------------------------------|-----------------------------|
| | Agenda Briefing Sessions (20) | Ordinary Council Meetings (20) | Special Council Meetings (3) | Annual Electors Meeting (2) |
| Ron Chambers Shire President | 18 | 19 | 3 | 1 |
| Cr Jennifer Obourne Deputy Shire President | 17 | 17 | 3 | 2 |
| Cr Shayne Flanagan | 19 | 19 | 3 | 2 |
| Cr Connor Davies | 16 | 17 | 3 | 2 |
| Cr Steve McMullen | 14 | 13 | 2 | 1 |
| Cr Leonie de Haas | 18 | 20 | 3 | 2 |
| Cr Wes Graham | 19 | 18 | 1 | 2 |
| Cr Sam Starceovich | 20 | 19 | 3 | 2 |
| Cr Gemma Johnston | 17 | 18 | 3 | 2 |

12. MATTERS REQUIRING A DETERMINATION OF COUNCIL

12.1 EXTERNAL SERVICES

Item: 12.1.1

Bay of Isles Leisure Centre - Management Plan

| | | |
|---------------------|------------|----------------------------|
| Author/s | Mel Ammon | Manager Community Support |
| Authorisor/s | Roy Greive | Director External Services |

File Ref: D25/13754

Applicant

Bay of Isles Leisure Centre

Location/Address

N/A

Executive Summary

For Council to receive the *Bay of Isles Leisure Centre Management Plan*, as an operational plan that has been created after receiving the Strategic Review document from Dave Lanfear of Otium Planning Group.

Recommendation in Brief

That Council receive the *Bay of Isles Leisure Centre Management Plan*, and support the implementation of the actions and initiatives identified within it.

Background

In the second half of 2024, the Shire of Esperance engaged Dave Lanfear from Otium Planning Group to undertake a Strategic Review of the Bay of Isles Leisure Centre operations with a view to establishing some efficiencies in current processes as well as looking at longer term strategies for the Centre.

In January 2025, Mr Lanfear provided the DRAFT document to Council and provided an overview of the Strategic Review. With considerations to feedback provided, the final copy of the *Shire of Esperance, Bay of Isles Leisure Centre Strategic Review/Business Plan* was provided in April 2025 (attachment A).

Officer's Comment

Staff have looked over the Strategic Review received from Otium Planning Group. In doing so, a Management Plan (attachment B) has been developed to provide a way forward on the recommendations made, to address the risks identified within the Review.

The Management Plan provides a focus on some shorter term objectives with further work to be done on longer term planning for the Leisure Centre and wider sporting precinct.

Staff have identified 6 main objectives in the Management Plan, in the first instance. These objectives will become the primary focus, with additional goals and outcomes identified as these initial objectives are met. The Management Plan is designed to be a working document, and with continual review and ongoing refinement, will provide a clear direction and focus for the next 2 years.

The initial six objectives for the plan will be;

1. Staff Recruitment and Retention

To attract, recruit and retain a high performing workforce by implementing creative and effective recruitment strategies, fostering a supportive, fun and inclusive work environment

and promoting professional development opportunities that enhance employee satisfaction and long term commitment;

2. Membership Review and Financial Modelling

To conduct a comprehensive review of current membership packages with the aim of evaluating their value, competitiveness, alignment to member's needs, and that of the Leisure Centre, and creating new packages that meet the mutual needs of community, members and the Shire;

3. Health and Fitness Space and Functionality Review

Undertake a review to determine the best use of space to improve functionality and layout of the gymnasium and group fitness areas, taking into account usage requirements, patron comfort and experience and impacts on external factors i.e. amenity of surrounding residents;

4. Reporting and Feedback Strategies

To strengthen decision making, service delivery and continuous improvements by implementing effective reporting systems, encouraging transparent communication and fostering a culture of regular community and member feedback that guides service enhancements and ensures responsiveness to community needs;

5. Events, Programs, Promotions and Marketing

Develop a dynamic plan to design and implement programs and events that are relevant, align with current trends and meet the needs of patrons, utilising strategic marketing and communications best practice to maximise awareness, participation and inclusion for the community; and

6. Rebranding

Investigate options to rebrand the Leisure Centre in order to enhance market visibility, strengthen alignment with the facility's core purpose and position more effectively within the target audience with a view to driving engagement, growth and long-term value.

Consultation

Dave Lanfear – Otium Planning Group
Bay of Isles Leisure Centre Leadership Group

Financial Implications

There are no immediate budget impacts at this time. Some initiatives will be able to be achieved within the approved Leisure Centre budget. Projects and plans requiring additional budget will be applied for through the normal budget process.

Asset Management Implications

The Asset Management implications arising from this report are negligible in the short term. Some initiatives will be able to be achieved within the approved Leisure Centre budget. Asset Management, and other departments, will be consulted with as required, as plans and projects are developed through the Management Plan implementation process.

Statutory Implications

Nil

Policy Implications

Nil

Strategic Implications

Council Plan 2022 – 2032

Leadership

An organisational and community culture that encourages innovation and embraces change

Environmental Considerations

Nil

Attachments

A¹. Bay of Isles Leisure Centre Management Plan 2025-2026

Officer's Recommendation

That Council receive the *Bay of Isles Leisure Centre Management Plan*, and support the implementation of the actions and initiatives identified within it.

Voting Requirement

Simple Majority



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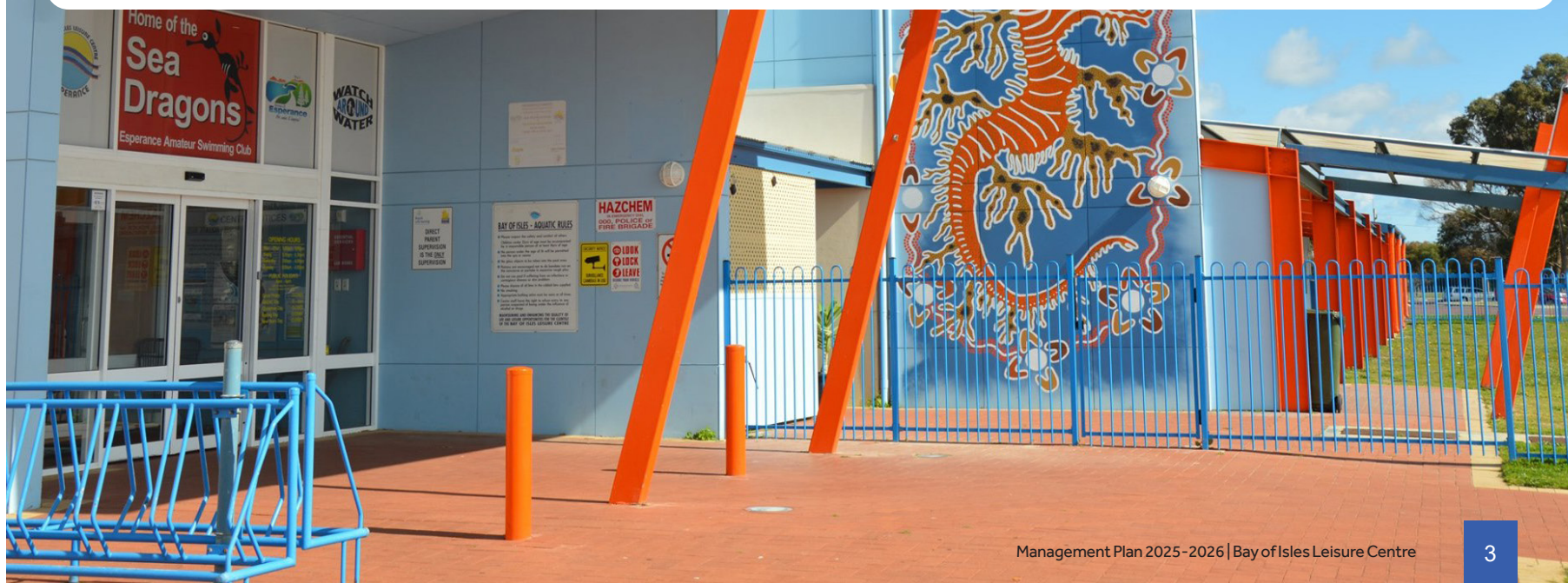
BAY OF ISLES LEISURE CENTRE

The Bay of Isles Leisure Centre (the Centre), located on Black Street in Esperance, is owned and operated by the Shire of Esperance. Since opening in 1973, the Centre has expanded significantly to provide a diverse range of aquatic, health, and fitness programs to meet the needs of the local community.

The Centre's facilities include an eight-lane, 25-metre swimming pool, a leisure pool, heated hydrotherapy pool and spa/sauna facilities. It also features a fully equipped gymnasium, spin room, group fitness hall, crèche and kiosk. A four court indoor sports stadium with a canteen, meeting room and function room is located across the road. A new three court multi sport stadium is also under construction with completion expected in April 2026.

Additionally, the Leisure Centre oversees a seasonal Overflow Campground, operating from December through April. This initiative supports local tourism by utilising the facilities within the Greater Sports Ground (GSG) and Indoor Sports Stadiums. Additional staffing is brought on during this period to meet demand, with all operations managed directly by Bay of Isles Leisure Centre leadership.

In June 2024, Otium Planning Group was engaged to conduct a Strategic Review of the Leisure Centre's operations. The resulting Bay of Isles Leisure Centre – Strategic Review and Business Plan was endorsed by Council in June 2025. The Business Plan outlines a series of key objectives, aligned with the Shire's broader Strategic Plan, to guide the future growth and sustainability of the Centre.



4

LEISURE CENTRE FIGURES

2023/24 Financial year

ATTENDANCE



161,604

CRECHE ATTENDANCE



8,402

GROUP FITNESS



13,626

SWIM SCHOOL ENROLMENTS



1,912

MEMBERSHIPS



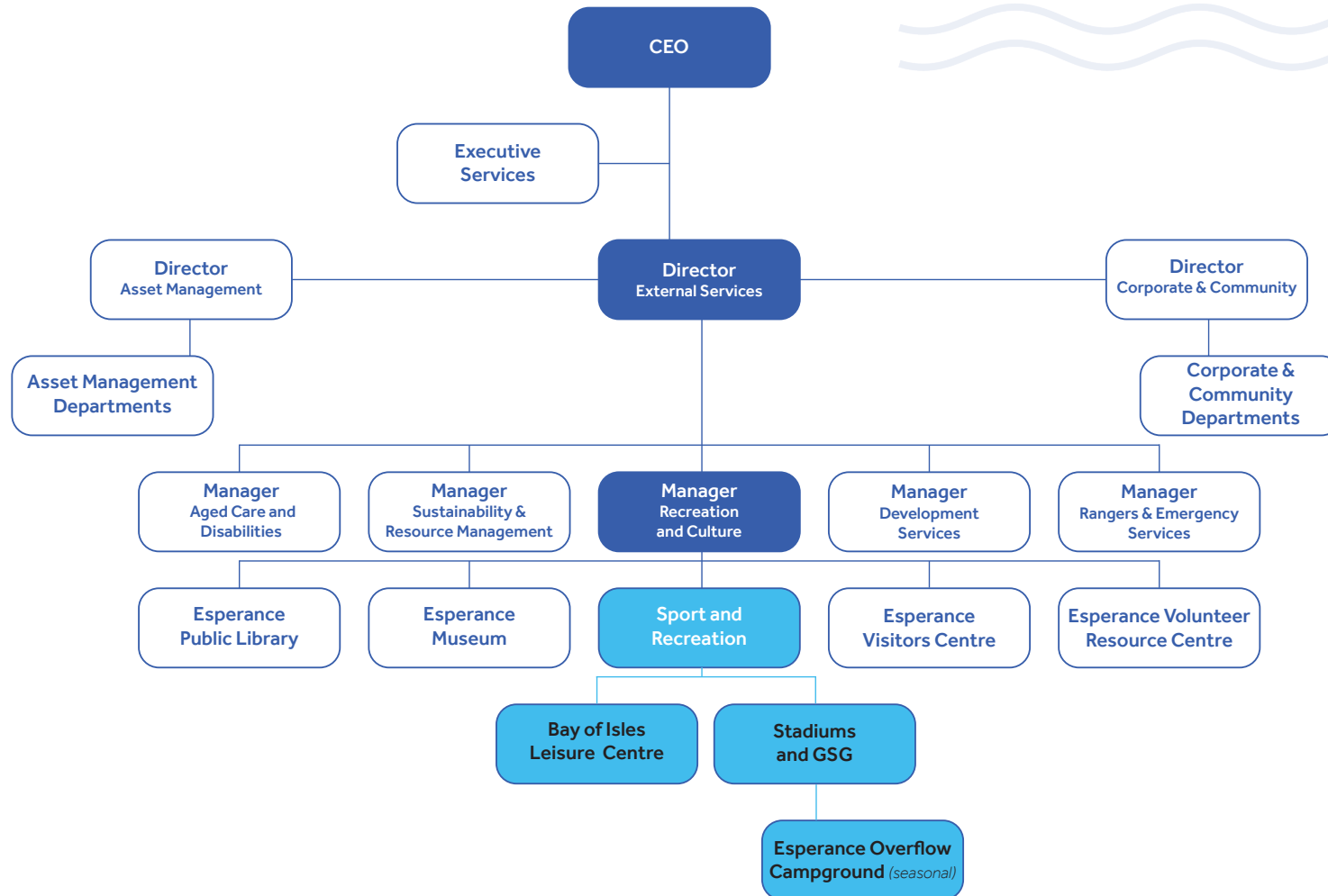
841

BUSIEST DAY OF WEEK



Tuesday's

ORGANISATIONAL STRUCTURE



THE PLAN

Aim

The aim of developing this business plan is to identify areas for improvement in the day to day running of the Bay of Isles Leisure Centre. It also seeks to create a structured strategy that outlines clear objectives, actions and resource allocations to help resolve operational inefficiencies, improve customer experience and enhance financial sustainability, ensuring long term viability of the Centre.

Vision

To be a vibrant hub where people of all ages and abilities in the Shire of Esperance come together to improve their health, wellbeing, and quality of life through fitness, aquatics, recreation, and social connection.

With a strong focus we aim to foster a safer, healthier, and more connected community—guided by core principles that shape all we do.

Inclusive Access

A welcoming centre that is physically, socially, and financially accessible to all members of the community, regardless of age, ability, or background.

Health and Wellness

Promoting physical and mental wellbeing through a diverse range of aquatic, fitness, and wellness programs.

Community Engagement

Listening to our patrons and delivering relevant, contemporary programs that foster social connection, community spirit, and a strong sense of belonging.

Sustainability

Striving for financial and environmental sustainability through robust management and responsible practices.

Safety and Excellence

Maintaining the highest standards in safety, cleanliness, and customer service to ensure an exceptional experience for all.

Educational Opportunities

Establish proactive partnerships with schools and local organisations to deliver educational programs that promote essential life skills and encourage healthy lifestyles.

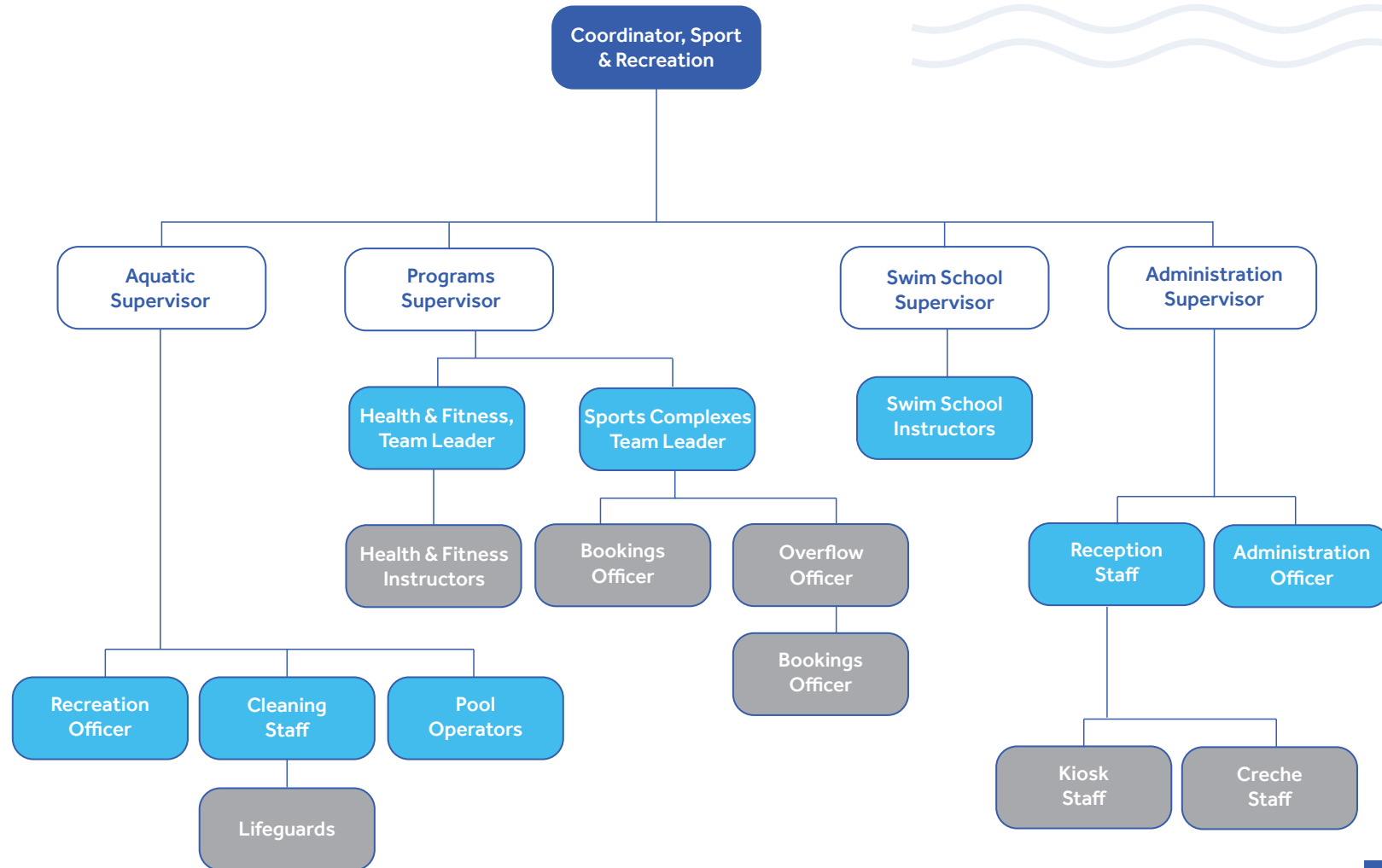
Innovation and Growth

Stay at the forefront of the aquatics, health, fitness, and recreation industries by embracing new trends, technologies, and service models.

The Shire of Esperance acknowledges the Kapa Kurl Wudjari people of the Nyungar nation and Ngadju people, who are the traditional custodians of this land, and their continuing connection to land, waters and community. We pay our respect to their Elders past, present and emerging and we extend that respect to other Aboriginal Australians today.



LEISURE CENTRE STRUCTURE



STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS

STRENGTH

- Towns recreation hub with leisure centre, indoor stadiums and GSG forming a centrally located, aquatic, health and fitness and sporting precinct.
- Long standing staff in leadership roles with a good understanding of industry and centre practices.
- Only public indoor swimming facility in Esperance including heated lap pool, hydrotherapy pool, lagoon pool, spa and sauna.
- Well established, popular and self sustaining Swim School.
- Birthday parties popular.
- Well equipped gym with recently replaced equipment.
- Qualified and trained staff offering a range of fitness classes and health and fitness programs.
- Supporting services provided within the Centre including reception, kiosk and creche, providing point of difference to other facilities in town.
- Strong affiliations with industry licencing bodies including AusActive, Austswim, Les Mills, LIWA, Royal Life Saving.
- Proximity to Indoor Sports Stadiums and GSG
- Upgraded Centre POS system – Envibe.
- Established membership structure.
- Good relationships with local business and community and sporting groups.

WEAKNESSES

- The Centre operates at a deficit.
- Aging infrastructure, resulting in long shutdowns for maintenance and repair.
- Building layout has not grown with demand and functionality is a barrier.
- High staff turnover.
- Difficult to attract qualified staff.
- Disconnect with staff operating out of separate building (Stadium staff).
- Small gymnasium space.
- No capacity to offer 24/7 gym access.
- Separate Indoor Sports Stadium.
- Major stadium usage/competitions run by Associations.
- Stadium Kiosk run by Associations.
- Overflow Campground operating 5 months of year.

OPPORTUNITIES

- Exploring options to redesign and improve functionality in existing building footprint.
- 24/7 Gym.
- Adopt robust staff recruitment and retention processes.
- Programs, Events and Promotions person on staff.
- Membership offerings reviewed and promoted.
- Review reporting processes to identify revenue trends, deficiencies and opportunities.
- Indoor Sports Stadiums potential unexplored.

THREATS

- Extended closures due to aging infrastructure, breakdowns and failures.
- Unable to provide regular services due to unqualified or inadequate staffing levels.
- High local competition for gym clientele.
- High risk environment.
- Security and safety with extended operating hours.
- Reputational damage .



ROLES AND RESPONSIBILITIES TO MEET LOCAL NEEDS

COMMUNITY CONNECTION



Engaging locals through inclusive programming.

WATER SAFETY & EDUCATION



Delivering vital swim and safety programs.

EMPLOY LOCAL PEOPLE



Creating local jobs in sport and aquatics.

RESEARCH & REVIEW



Evaluating services to enhance user experience.

SAFE & REGULATED FACILITIES



Maintaining high standards for safe operations.

HEALTH & WELLNESS



Supporting active, healthy community participation.

ECONOMIC & COMMUNITY BENEFIT



Delivering value through recreation and local impact.

KEY PARTNERSHIPS

The Bay of Isles Leisure Centre is also dependent on other institutions, and success is best achieved through partnerships. The main key stakeholders the Centre works with include;

Royal Life Saving Society Western Australia

The Leisure Centre works closely with Royal Life Saving Society WA to deliver vital water safety education, training, and lifeguard development, supporting community safety and drowning prevention across all age groups.

The Leisure Institute of Western Australia (LIWA) Aquatics

The Leisure Centre partners with LIWA Aquatics, a long-standing and respected industry body, to support advocacy, professional development, safety standards, and best practices in aquatic and recreation operations across Western Australia.

AusActive

The Leisure Centre engages with AusActive, the national peak body for exercise and active health, to uphold industry standards, support staff training and accreditation, and promote active, healthy lifestyles through advocacy, education, and professional development.

AUSTSWIM

The Leisure Centre collaborates with AUSTSWIM to support the training and accreditation of swimming and water safety teachers, ensuring high-quality aquatic education and maintaining industry-recognised standards across its programs.

Local Community Groups & Clubs

The Leisure Centre collaborates with local community groups, clubs, and health providers to support inclusive access, promote wellbeing, and deliver programs tailored to diverse community needs.

Department of Education WA

The Leisure Centre partners with the Department of Education to host swimming programs, school carnivals, and supports residential college and school group activities.

Shire of Esperance

The Leisure Centre works closely with internal Shire departments to ensure safe operations, facility maintenance, financial management, and staff support services.



ACTION PLAN OVERVIEW

This Action Plan sets a clear direction for the continued growth and improvement of the Bay of Isles Leisure Centre, focusing on six key strategic objectives. It aims to build a strong, engaged workforce through innovative recruitment and retention strategies, while fostering a culture of recognition and professional development.

A detailed review of membership models and financial structures will ensure offerings are competitive, inclusive, and aligned with both communities needs

and organisational goals. Improved reporting systems and feedback mechanisms will drive accountability and ongoing service enhancements. Plans to review and future-proof the gym and group fitness areas will support long-term facility sustainability and user satisfaction.

Finally, the introduction of a coordinated approach to events, marketing, and program delivery will boost community engagement and position the Centre as a dynamic and inclusive destination for all.

MONITORING & EVALUATION

The objectives and strategies in this plan will be reviewed quarterly by the Leisure Centre Management Team to assess progress and support continuous improvement. Performance is monitored through monthly and quarterly reporting via the Council's Pulse reporting system, aligning with responsible officers' performance indicators.

Managers and Executive track overall performance, which is also reflected in the Shire's Annual Report.

Every two years, the Shire conducts a community scorecard to evaluate and benchmark community perceptions. Insights from this review, including feedback related to Sport & Recreation will be used to evaluate the continued improvement opportunities.





Objective 1

Recruitment & Retention

To attract, recruit and retain a high performing workforce by implementing a creative and effective recruitment strategy, fostering a supportive, fun and inclusive work environment and promoting professional development opportunities that enhance employee satisfaction and long-term commitment.

| Initiatives | Actions | Desired Outcomes |
|---|--|--|
| Staff Recognition Programs | <ul style="list-style-type: none">Monthly employee appreciation programEmployee of the Month certificatesQuarterly staff meetings/events | <ul style="list-style-type: none">Staff feel valued, connected, and recognised as part of the Leisure Centre teamEnhanced staff retention and a more positive, engaged workplace culture |
| The Purpose Project | <ul style="list-style-type: none">The Purpose Project | <ul style="list-style-type: none">Fun and informative tool to promote potential career pathways and support recruitment effortsIncreased community awareness of job opportunities at the Centre |
| Review of Position Descriptions & Roles | <ul style="list-style-type: none">Ongoing review of position descriptions and responsibilitiesEnsure alignment with operational needs and clear role expectations | <ul style="list-style-type: none">Improved understanding of staff roles and responsibilitiesMore effective recruitment and internal role clarity across the Leisure Centre team |



Objective 2

Memberships Review & Financial Modelling

To conduct a comprehensive review of current membership packages with the aim of evaluating their value, competitiveness, alignment to member’s needs, and that of the Leisure Centre, creating new packages that meet the mutual needs of community, members and the Shire.

| Initiatives | Actions | Desired Outcomes |
|----------------------------|---|---|
| Membership Options Review | <ul style="list-style-type: none">Develop and distribute a targeted survey to current and past membersAnalyse feedback on how members use and experience the facility and membership optionsBenchmark membership models with similar facilities to identify improvement opportunitiesReview data on peak times, visit frequency, and service usage (e.g. gym, pool, creche, group fitness) | <ul style="list-style-type: none">Clear understanding of member preferences, satisfaction levels, and usage trendsData-driven recommendations for simplifying, diversifying, or improving membership packagesIncreased value perception among members, leading to better engagement, conversion, and retentionFlexible, inclusive membership models that meet the needs of a broader community demographic |
| Membership Costings Review | <ul style="list-style-type: none">Review current membership pricing across all membership types (e.g. individual, family, concession)Benchmark against similar-sized regional and metro facilities to assess market competitivenessAnalyse financial sustainability by comparing income from memberships against operational costsAssess perceived value by members using survey feedback and usage data | <ul style="list-style-type: none">Clear understanding of how current pricing aligns with market trends, user expectations, and operational viabilityData-informed strategies to adjust pricing where necessary to maximise accessibility and revenueIncreased member satisfaction through fair and transparent pricingStronger alignment between financial planning and community engagement goals |



Objective 3

Reporting & Feedback Strategies

To strengthen decision-making, service delivery, and continuous improvement by implementing effective reporting systems, encouraging transparent communication, and fostering a culture of regular community and member feedback that guides service enhancements and ensures responsiveness to community needs.

| Initiatives | Actions | Desired Outcomes |
|---|---|---|
| Development of full facility reporting document | <ul style="list-style-type: none">• Develop consistent reporting frameworks to track usage, engagement, and performance across all service areas• Establish clear metrics and KPIs for each service area (e.g. aquatic visits, memberships, program attendance)• Standardise reporting tools and schedules to ensure consistency across the facilities• Review and refine reporting processes periodically to ensure relevance and usability | <ul style="list-style-type: none">• Reliable, consistent data that supports evidence-based decision-making• Improved operational transparency and accountability• Enhanced ability to track trends, identify challenges, and measure impact• Strengthened responsiveness to member and community needs |
| Develop member & community surveys | <ul style="list-style-type: none">• Design targeted surveys to capture feedback on facility usage, satisfaction, and service needs• Schedule regular survey intervals (e.g. biannual member survey, post-program evaluations)• Use both digital and physical formats to maximise accessibility and participation• Analyse survey data and identify trends, strengths, and improvement areas• Communicate survey outcomes and actions taken to members and the community | <ul style="list-style-type: none">• Greater understanding of member and community needs, preferences, and perceptions• Informed service improvements based on real user feedback• Increased engagement and trust through transparent feedback loops• Continuous improvement driven by evidence and community voice |

Objective 4

Health & Fitness (Dry Side) Facilities Review

To enhance the usability, experience, and long-term viability of the gymnasium and group fitness areas by undertaking a comprehensive review of dry-side facilities that informs future design and layout improvements, supports growing usage demands, and balances internal functionality with external considerations.

| Initiatives | Actions | Desired Outcomes |
|--|--|---|
| Seek Pre-Design & Concept Stage Services | <ul style="list-style-type: none">Engage suitably qualified consultants to undertake pre-design and concept planning services.Conduct a comprehensive review of existing dry-side (gym and group fitness) facilities.Facilitate stakeholder engagement to identify current challenges and future requirements.Analyse spatial use, functionality, and growth capacity.Develop concept layouts that align with operational needs, compliance standards, and community expectations.Incorporate sustainability and accessibility considerations | <ul style="list-style-type: none">Concept plans that inform future facility upgrades and investment priorities.Improved internal layout and functionality to support increased usage.Designs that are adaptable, inclusive, and future-focused.Strategic alignment with organisational goals and community health outcomes.Enhanced justification for external funding applications and long-term capital planning. |



Objective 5

Events, Programs, Promotions & Marketing

To enhance community engagement, participation, and inclusivity by developing a coordinated approach to events, programs, promotions, and marketing. This initiative will ensure offerings are contemporary, relevant, and responsive to community needs, while applying strategic communication tactics to maximise reach, build awareness, and strengthen the facility's identity as a vibrant and welcoming community hub.

| Initiatives | Actions | Desired Outcomes |
|--|--|--|
| Establish a Promotions and Events Officer Role | <ul style="list-style-type: none"> Develop and endorse a position description aligned with organisational objectives. Recruit an experienced officer to lead events and promotions planning. Integrate the role within existing operational frameworks. | <ul style="list-style-type: none"> Enhanced internal capacity to deliver coordinated, high-impact events and promotional activities. Improved visibility, participation, and community engagement. |
| Promote the Facility and Its Offerings | <ul style="list-style-type: none"> Implement a targeted marketing and communications plan. Use digital platforms, print media, and community networks. Maintain consistent branding across all channels. | <ul style="list-style-type: none"> Increased awareness of services and events. Growth in new users and program participation. Stronger public profile and brand presence. |
| Develop an Annual Events and Programs Calendar | <ul style="list-style-type: none"> Review existing programs and community feedback. Identify opportunities to introduce new, inclusive and trend-aligned events. Establish a balanced annual schedule catering to all age groups and abilities. | <ul style="list-style-type: none"> A structured, relevant and inclusive calendar of offerings. Increased participation and community satisfaction. Efficient use of resources and staff time. |

Objective 6

Investigate Rebranding

Investigate options to rebrand the Leisure Centre in order to enhance market visibility, strengthen alignment with the facility's core purpose and position more effectively within the target audience with a view to driving engagement, growth and long-term value.

| Initiatives | Actions | Desired Outcomes |
|---|---|--|
| Research regional leisure centre rebranding strategies | <ul style="list-style-type: none">Benchmark successful rebranding efforts across similar regional and coastal centres.Identify trends in naming, branding, and market positioning | <ul style="list-style-type: none">Informed approach grounded in proven strategies.Enhanced awareness of market expectations and regional identity cues. |
| Stakeholder and community engagement | <ul style="list-style-type: none">Consult with Centre staff, members, and local community through surveys, workshops, and meetings.Incorporate feedback into rebranding scope | <ul style="list-style-type: none">Community-supported rebranding with stronger sense of ownership and relevance.Increased buy-in from key user groups |
| Align rebranding with Shire vision, values, and strategic direction | <ul style="list-style-type: none">Ensure branding integrates with Shire's strategic themes (e.g., community wellbeing, liveability, growth).Review against long-term planning goals. | <ul style="list-style-type: none">Cohesive messaging across Shire services.Strengthened brand consistency and strategic alignment. |



Item: 12.1.2

Closure of Public Access Way - Lot 55 Wiese Way, Castletown

| | | |
|---------------------|-------------|-------------------------------|
| Author/s | Peter Wilks | Coordinator Planning Services |
| Authorisor/s | Roy Greive | Director External Services |

File Ref: D25/14733

Applicant
N Tion

Location/Address
Lot 55 Wiese Way, Castletown



Executive Summary

For Council to consider granting final approval to the closure of the unconstructed and uncompleted Public Access Way identified as Lot 55 Wiese Way, Castletown.

Recommendation in Brief

That Council;

1. Request the Minister of Lands to close the public access way identified as Lot 55 Wiese Way, Castletown under Section 58 (1) of the *Land Administration Act 1997*.
2. Advise the Minister of Lands that in accordance with Section 56 (4) of the *Land Administration Act 1997* that the Shire recognises that it is liable to indemnify the Minister against any claim for compensation in an amount equal to the amount of all costs and expenses reasonably incurred by the Minister in considering and granting the request.
3. Require the applicant to indemnify the Shire of Esperance against any costs and claims that may arise as a result of the proposed closure including in regards to adjustments and new titles.

Background

The Shire of Esperance received initial enquiries regarding closure and purchase of the laneway identified as Lot 55 Wiese Way, Castletown in March 2025 from an adjoining landowner.

Subsequently the request for closure of the laneway was accepted and the proposal advertised via the shire website and a notice in the Esperance Weekender between 14 March 2025 and 28 April 2025 with no comments or objections received.

Officer's Comment

From a planning perspective, full closure of the public access way can be supported as it is unconstructed and incomplete, and is not proposed to form a significant link in the local pedestrian infrastructure. There is also no known infrastructure running through the public access way, and the steep terrain in the area is unfavourable for pedestrians.

Should Council wish to proceed with the closure, a formal request will be lodged with the Minister for Lands under Section 58(1) of the *Land Administration Act 1997* to close the public access way and to arrange for the amalgamation of the full length of the laneway into the adjoining properties.

Consultation

The road closure process operates under Section 58 of the *Land Administration Act 1997*, which requires a minimum 35-day public comment/referral period via notice in a newspaper circulating in the region and a notice on the Shire website.

The proposed road closure was advertised from 14 March 2025 and 28 April 2025 via a notice placed in the Esperance Weekender on 8 and 15 November 2024 and a notice being placed on the Shire website. No comments or submissions were received at the end of the advertising period.

Financial Implications

Application fees for a Road/Public Access Way Closure totalling \$600.00 were received as part of this application.

Once the proposal has been formally adopted by Council, all costs associated with the closure process in regard to title adjustments and new titles are to be met by the applicant.

Asset Management Implications

No objection to the proposal as the public access way does not form a critical link for pedestrians moving through the area.

Statutory Implications

Local Government Act 1995
Land Administration Act 1997

Policy Implications

The recommendation in the report relates to Asset Management Policy ASS 006: Permanent Road Closures.

Strategic Implications

Council Plan 2022 – 2032
Built Environment

Transport networks that meet the needs of our community and provide safe movement for all users

Environmental Considerations

Nil

Attachments

A1. Request for Closure

Officer's Recommendation

That Council

1. Request the Minister of Lands to close the public access way identified as Lot 55 Wiese Way, Castletown under Section 58 (1) of the *Land Administration Act 1997*.
2. Advise the Minister of Lands that in accordance with Section 56 (4) of the *Land Administration Act 1997* that the Shire recognises that it is liable to indemnify the Minister against any claim for compensation in an amount equal to the amount of all costs and expenses reasonably incurred by the Minister in considering and granting the request.
3. Require the applicant to indemnify the Shire of Esperance against any costs and claims that may arise as a result of the proposed closure including in regards to adjustments and new titles.

Voting Requirement

Simple Majority

Peter Wilks

To: Shane Burge; Planning
Cc: Roy Greive; Records
Subject: RE: Attention: Shane Burge, public access purchase proposal.

From: nardea
Sent: Tuesday, 4 March 2025 3:48 PM
To: Shane Burge ; CEO
Subject: Attention: Shane Burge, public access purchase proposal.

[Caution: External Email] This email was sent from outside the organisation - be cautious, particularly with links and attachments.

Nard Tion
4 Wiese Way
Esperance
WA 6450



Attention: Shane Burge shire CEO. Public access way proposed purchase.

To Shane Burge, Shire Ceo,

I am writing this letter to inform you of my interest in purchasing and closing the land and public access, Lot 55 Wiese Way in Castletown. I met with the adjoining neighbour and property owner Laurie Fyfe. Laurie has no interest in purchasing the land joining our properties on Wiese Way.

I am very interested in purchasing the land and closing the walkway located in Wiese Way, Castletown.

Due to the high amount of unwanted foot traffic by bored or unsupervised children, who have been regularly looking over our fence and through our windows over the years. This may also include some small items going missing from our property, as well as a suspicious fire that was also lit and came dangerously close to our property.

We find that this will be an end to a problem and will make a more secure and sound area for our surrounding families.

I have full support from my adjoining neighbour as well as a supporting letter sent to the shire to confirm my interest, and Laurie's support.

Thank you for taking the time to read this letter and i look forward to hearing a response from you in the near future,

Kind regards
Nard Tion

Message protected by MailGuard: e-mail anti-virus, anti-spam and content filtering.
<https://www.mailguard.com.au/mg>

Item: 12.1.3

James Street Cultural Precinct Funding Agreement

| | | |
|---------------------|-------------|----------------------------|
| Author/s | Roy Greive | Director External Services |
| Authorisor/s | Shane Burge | Chief Executive Officer |

File Ref: D25/15057

Applicant

Internal

Location/Address

Reserve 2815 on Lot 103 Dempster Street, Esperance.

Executive Summary

For Council to consider making a financial determination to proceed with the James Street Cultural Precinct project and to enter into a funding agreement with Main Roads WA.

Recommendation in Brief

That Council

1. Enter into a funding agreement with Main Roads Western Australia for the Growing Regions Program- Round 2 for the James Cultural Precinct;
2. Commit \$7.597M as the Shire's co-contribution to the first stage of the project;
3. Request the CEO to proceed with the procurement processes to commence the James Street Cultural Precinct; and
4. Request the CEO to pursue further funding opportunities for the project through Lotterywest and other sources.

Background

The James Street Cultural Precinct (James st) is a discreet project from the Esperance Town Centre Revitalization Master Plan 2015-2035 (Town Centre Plan).

Under section 3.3.4 of the Town Centre Plan James st is said to be -

“positioned as a cultural, tourism and recreation hub, which supports and complements the retail and community activities provided within Andrew Street. Key objectives for this area are:

- Showcase and celebrate Esperance's cultural heritage, past, present and future,
- Optimize existing heritage and cultural assets to develop an all-inclusive cultural/heritage precinct. The precinct will include activities associated with: arts and craft, galleries, the museum, visitors centre, library, markets, and other public events,
- Improve linkages with the town centre, the Boulevard Shopping Centre and the foreshore,”

James st also featured in the Strategic community Plan 2022-2023 at section 2.3.1.

“Design and construct an integrated community and cultural complex in the James Street Cultural Precinct to co-locate the library, museum and visitor centre”

In August 2022 a tender was awarded to Christou Design Group for a detailed concept design and business case. OCM decision O0822-191. This contract further developed the work previously

undertaken by Place Laboratory which won the Outstanding Regional Project and, the P.I.A. W.A. President's Award categories at the 2023 Planning Excellence Awards from Planning Institute of W.A.

Various options for James st were explored through the concept design process ranging in scale and budget. The final detailed concept design and business case were received from Christou Design Group in September 2023.

To be able to deliver a project of such a scale, it has been broken into four stages being:

1. New library, café, visitor centre, function rooms & street frontages;
2. New museum/indigenous centre & community square;
3. Food and beverage within the goods shed; and
4. Community arts, gallery, makers spaces within the goods shed & new parking upgrade of Langham Lane.

Officer's Comment

In October 2024 an application was made to round 2 of the Growing Regions Program for stage 1a of the project as outlined in attachment B.

Stage 1a is a \$22.5M stage of the James st project that includes:

- Library;
- Visitors Centre;
- Café;
- Upper floor "cold shell" (no fit out);
- Feature overhead arbor;
- Heritage courtyard;
- Sculpture courtyard;
- Bus drop off bay to James st; and
- Kids out door play area.

The Growing Regions Program is a project of the Australian Federal Government and provides funding of between \$500,000 and \$15 million to local government entities and incorporated not-for-profit organisations for capital works projects that will enhance liveability, bolster social cohesion and support local amenity throughout Australia's regions.

This application has been successful and the Shire will be able to claim the sum of \$14,903,000.

The Shire's application to the Growing Regions Program outlined that a co-contribution of \$7.597M would be made towards the project by the Shire of Esperance, this is reflected in the draft funding agreement (attachment A).

The federal Government has chosen to pass the funding for the Growing Regions Program to the W.A. State government agency Mainroads WA. for management and distribution to the successful applicants. Thus the funding agreement attached is between Mainroads WA. and the Shire of Esperance.

As outlined above, stage 1a of the project does not make allowance for the fit out of the first floor of the new building. To complete these works further funding will need to be secured. The next stage of the project (1b) will require funding of \$7.5M and will consist of the following items:

- Library fit out (1st floor area);
- Function Room fit out;
- Bar fit out;
- Function terraces; and
- Internal amphitheatre.

Other aspects of the project that will require additional funding to enable the new precinct to be able to service the needs of the community are possibly the:

- Community square/outdoor events space;
- Off street carparking;
- Langham Lane landscaping; and
- Stage/pavilion in the community square.

Preliminary discussions are being had with various funding bodies to explore options for these areas. Of particular focus are opportunities for funding through the Western Australian State Government as no funding has been provided through this avenue as yet.

If further funding applications are not successful, there is a risk that the additional elements of the project (predominantly the fit out of the first floor) may not be able to be completed in one smooth project. The building shell will be constructed however, not utilized to its full potential until these further works are undertaken.

Should Council choose to proceed with the project the next steps would be:

- Public tender for the detail design and documentation; and
- Public tender for the building works.

Consultation

Mainroads WA (administering agency)
Director Asset Management
Director Corporate and Community Services

Financial Implications

The financial implications arising from this report are as per the existing Long term Financial Plan for the 2026/27 financial year, that is \$7.597M consisting of \$1M from the Land Purchase and Development Reserve, \$4M from municipal funds along with the balance of funds (\$2.597M) from a treasury loan.

Asset Management Implications

The asset management implications of the project are outlined below.

| | Capital | Annual | Comments |
|------------------------------|---------|-----------|---|
| Capital | \$22.5M | | Total cost of stage 1a |
| Interest (economic cost) | | \$151,940 | 2%pa on the Shire's contribution to stage 1a of the project |
| Depreciation (ongoing costs) | | \$337,500 | 1.5%pa based on total stage 1a project cost |

| | | | |
|----------------------------|--|-----------|---|
| Maintenance (ongoing cost) | | \$112,500 | 0.5%pa based on total stage 1a project cost |
| | | | |
| | | \$601,940 | Per year |

A portion of the ongoing maintenance cost of the project will be mitigated by the reduction in expenditure for the existing library building, which is due to be demolished once the new building is commissioned.

Statutory Implications

Nil

Policy Implications

Nil

Strategic Implications

Council Plan 2022 – 2032

Built Environment

Provide infrastructure and places that support the services we provide

Environmental Considerations

Nil

Attachments

A¹. Draft Funding Agreement

B¹. Project Staging

Officer's Recommendation

That Council

1. Enter into a funding agreement with Main Roads Western Australia for the Growing Regions Program- Round 2 for the James Cultural Precinct;
2. Commit \$7.597M as the Shire's co-contribution to first stage of the project;
3. Request the CEO to proceed with the procurement processes to commence the James Street Cultural Precinct; and
4. Request the CEO to pursue further funding opportunities for the project through Lotterywest and other sources.

Voting Requirement

Absolute Majority



Funding Agreement Growing Regions Program – Round 2

Commissioner of Main Roads and Shire of Esperance

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THIS Funding Agreement is made between:

Commissioner of Main Roads (ABN 50 860 676 021), Don Aitken Centre, Waterloo Crescent, East Perth WA 6892 (**Main Roads**)

and

Shire of Esperance (ABN 60 034 434 085), 77 Windich Street ESPERANCE WA 6450 (**Organisation**)

DATE: [xx]/[xx]/2025

RECITALS

- A. The Commonwealth's Growing Regions Program with a commitment of \$600 million, will deliver funding over 4 years from 2023-24 to deliver Investment in community infrastructure for capital works projects that to revitalise regions and enhance amenity and liveability across regional and rural Australia.
- B. The Commonwealth is providing funding to the State of Western Australian to administer the implementation of the Program.
- C. This Agreement sets out the rights and obligations of Main Roads and the Organisation in respect of the delivery and implementation of the Project detailed below.

OPERATIVE PART

THE PARTIES AGREE as follows:

1. Definitions and Interpretation

1.1 In this Agreement, unless the context indicates otherwise, the following definitions apply:

| Term | Meaning |
|---|---|
| Agreement | Means this funding agreement, including any Schedules. |
| Approved Project Plan | Means a documented plan to complete the Project works as described Schedule 2. |
| Auditor | Means a Registered Company Auditor who is independent of the Organisation. |
| Auditor General | Means the Auditor General of Western Australia. |
| Australian Government Building and Construction WHS Accreditation Scheme | Means the Scheme established under the <i>Federal Safety Commissioner Act 2022</i> and the <i>Federal Safety Commissioner (Accreditation Scheme) Amendment Rules 2023</i> . |
| Authorisation | Includes a consent, permit, licence, approval, agreement, certificate, authority, or exemption from, by or with a State or Commonwealth jurisdiction or required under any Law and all conditions attached to an Authorisation and includes Australian Standards applicable to the Project. |
| Authorised Officer | Means in respect of each Party, the person from time to time nominated as the senior manager or executive officer of that Party who has authority to negotiate and settle any issue on behalf of that Party. |
| Business Day | Means a day other than a Saturday, Sunday or public holiday in Western Australia. |
| Claim | Means any claim, proceeding, cause of action, action, demand or suit (including by way of a claim for contribution or an indemnity). |
| Commonwealth | Means the Crown in right of the Commonwealth of Australia. |
| Confidential Information | Includes, but is not limited to, any information relating to business affairs and processes of the Parties, obtained by virtue of this Agreement, which would not otherwise be |

| | |
|-------------------------------|---|
| | available to the general public and all information marked as confidential as well as information which by its nature is confidential, is known to be confidential or which Party receiving the information from the other Party ought to have known was confidential and includes all such information that may be in the possession of the Party's employees, agents and contractors. |
| Contact Officer | Means the person nominated by each Party in accordance with Schedule 1. |
| Eligible Project Costs | Means the costs incurred by the Organisation in undertaking and completing the Project as verified by the provision of financial records and invoices, subject to Clause 9.9. |
| Event of Default | Means any event mentioned in Clause 26.2. |
| Event of Force Majeure | Means any event, circumstance, happening or situation outside the reasonable control of a Party which prevents or materially hinders the Party in the performance of its obligations under this Agreement. |
| Execution Date | Means the date when the last Party executes this Agreement by authorised signatories and witnesses. |
| Funding | Means the funding paid by Main Roads to the Organisation in accordance with this Agreement, to a maximum of \$14,903,000 (ex GST) and includes any interest earned. |
| Information | Includes data, records and documentation. |
| Insolvency Event | Means any of the following events: <ul style="list-style-type: none"> (a) an order is made, or an application is made to a court for an order, that a body corporate be wound up; or (b) except to reconstruct or amalgamate while solvent, a body corporate: <ul style="list-style-type: none"> (i) is wound up or dissolved; or (ii) resolves to wind itself up or otherwise dissolve itself, or gives notice of intention to do so; or (iii) enters into, or resolves to enter into, any form of formal or informal arrangement for the benefit of all or any class of its creditors, including a scheme of arrangement, Agreement of company arrangement, compromise or composition with, or assignment for the benefit of, all or any class of its creditors; or (c) a special administrator (or equivalent) is appointed under any Law; or (d) a liquidator or provisional liquidator is appointed (whether or not under an order), or an application is made to a court for an order, or a meeting is convened |

| | |
|-----------------------------|--|
| | <p>or a resolution is passed, to make such an appointment, in respect of a body corporate; or</p> <p>(e) a receiver, manager, receiver and manager, trustee, administrator, controller (as defined in section 9 of the Corporations Act 2001) or similar officer is appointed, or an application is made to a court for an order, or a meeting is convened or a resolution is passed, to make such an appointment, in respect of a body corporate; or</p> |
| | <p>(f) the Organisation resolves to wind itself up, or otherwise dissolve itself, or gives notice of intention to do so or is otherwise wound up or dissolved;</p> <p>(g) the Organisation is or states that it is unable to pay its debts when they fall due or is otherwise insolvent or deemed to be insolvent under the <i>Corporations Act 2001</i>;</p> <p>(h) the Organisation takes any steps to obtain protection or is granted protection from its creditors under any applicable legislation;</p> <p>(i) the Organisation fails to comply with a statutory demand for payment of any debt within the time specified in any statute;</p> <p>(j) the Organisation becomes an insolvent as defined in the <i>Corporations Act 2001</i> or action is taken which could result in that event;</p> <p>(k) if the Organisation is a regional local government for the purposes of Part 3 Division 4 of the <i>Local Government Act 1995</i>, the dissolution or partial dissolution of the Organisation at the direction of the Minister (for the time being having responsibility for the <i>Local Government Act 1995</i>) or in accordance with the establishment agreement under that Act;</p> <p>or</p> <p>(l) anything analogous or having a substantially similar effect to any of the events specified above happens to the Organisation under the law of any Australian jurisdiction.</p> |
| Law | Means any rule or requirement of a statute, subordinate legislation, the common law or equity. |
| Maintain | Means to repair, alter and replace. |
| Maintenance | Means the act of maintaining or the work of keeping something in proper condition by repairing, altering and replacing. |
| Maintenance Expenses | Means the costs and expenses relating to the operation and maintenance of the Project Site, administration expenses, insurance premiums and other necessary and incidental expenses relating to the implementation of this Agreement. |
| Markups | Means the difference between the cost of a good or service and its selling price, whether expressed as a percentage or a fixed amount. |
| Milestone | Means a significant event in the Project proposed in the Approved Project Plan described in Schedule 2 (if any) and identified as the completion of a major deliverable which may be eligible for payment as agreed by Main Roads. |

| | |
|---------------------------------|---|
| Notice | Means request, direction, consent, notification or other communication given under or in connection with this Agreement. |
| Organisation | Means Shire of Esperance for the time being having responsibility for the care, control and management of the Project and includes its officers, employees, agents, volunteers, subcontractors, and successors. |
| Other Contributions | Means financial or in-kind resources, which can include matters such as the provision of labour (with in-kind resources valued at market rates) for the Project, other than the Funding. |
| Overheads | Means operating expenses incurred by the Organisation and costs not directly relating to the Project (including, but not limited to, costs of rent, insurance, and taxes). |
| Party | Means the Organisation or Main Roads as the context requires. |
| Parties | Means both the Organisation and Main Roads. |
| Program | Means the Choose an item.Regional Precincts and Partnership Program |
| Project | Means to develop a multi-purpose space for cultural and community connection by co-locating a library and visitor centre and constructing a new café. |
| Project Budget Estimate | Means the budget, prepared by the Organisation which itemises the costs of undertaking the Project. |
| Project Completion Date | Means the date the Project is completed as provided in Schedule 2, Item 5 which is to be 30 June 2027. |
| Project Documentation | Means the documents set out in Clause 9.5. |
| Project Management Costs | Means costs incurred for the administration of the works incidental to the Project, which costs, subject to Clause 9.9(i) do not form part of the Funding. |
| Project Site | Means the premises where the Project works are to be undertaken in accordance with this Agreement. |
| Promotional Material | Means promotional and advertising materials, public announcements and media activities in relation to the Project other than purely operational announcements or materials. |
| Requirements | Means the Requirements referred to in Schedule 2, Item 5. |
| Schedule | Means the Schedule(s) to and forming part of this Agreement. |
| State | Means the Crown in right of the State of Western Australia. |
| Term | Means the duration of this Agreement as set out in Clause 3. |

1.2 In this Agreement, unless inconsistent with the context or subject matter:

- (a) headings and the table of contents are used for convenience only and do not affect the interpretation of this Agreement;
- (b) references to a person include a corporation, association, partnership, Government Authority, or other legal entity;
- (c) references to a person include the legal personal representatives, successors and assigns of that person;
- (d) where any word or phrase is given a defined meaning, any other grammatical form of that word or phrase has a corresponding meaning;
- (e) singular includes plural and vice versa;
- (f) any gender includes every gender;
- (g) the expressions 'including', 'includes' and 'include' have the meaning as if followed by the word 'but not limited to' or 'without limitation';
- (h) the phrases 'described in', 'set out' and 'specified in' must all read as if the words 'expressly or impliedly' appeared immediately before them;
- (i) references to 'law' includes any statutory, common and customary law and any constitution, decree, judgement, legislation, order, ordinance, regulation, rule, statute, treaty or legislative measure;
- (j) references to a statute, regulation, proclamation, ordinance or by-law includes any statute, regulation, proclamation, ordinance or by-law amending, consolidating or replacing it, and a reference to a statute includes any regulation, proclamation, ordinance or by-law under that statute;
- (k) references to sections of statutes or terms defined in statutes refer to corresponding sections or defined terms in amended, consolidated or replacement statutes;
- (l) references to clauses and schedules refer to clauses and schedules of or to this Agreement, and references to this Agreement include its recitals, schedules and annexures;
- (m) references to writing include any means of representing or reproducing words (in English), figures, drawings or symbols, in a tangible and permanently visible form, and include email;
- (n) a reference to any thing is a reference to the whole and each part of it, and a reference to a group of persons is a reference to all of them collectively, to any two or more of them collectively, and to each of them individually but nothing herein shall mean that part performance of an obligation amounts to full performance thereof;
- (o) references to time are local time in Perth, Western Australia;
- (p) where time is to be reckoned from a day or event, that day or the day of that event is to be excluded;
- (q) a reference to currency means Australian currency;
- (r) no rule of construction will apply to the disadvantage of a Party on the basis that the Party put forward this Agreement or any relevant part of it;
- (s) if any term of this Agreement is legally unenforceable or made inapplicable, it will be severed or read down, but so as to maintain (as far

as possible) all other terms of this Agreement (unless to do so would change the underlying principal purposes of this Agreement);

- (t) a reference to a contractor includes a subcontractor, consultant, and subconsultant at any tier;
- (u) no provision of this Agreement will limit the existence or operation of any other provision of this Agreement;
- (v) a reference to completion of the Project means completion of the Project in accordance with this Agreement; and
- (w) the provisions of each schedule hereto form part of this Agreement and are enforceable in accordance with their expressed and implied terms.

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2. Purpose and Administration of this Agreement

- 2.1 The purpose of this Agreement is to set out the terms and conditions under which Main Roads will provide the Funding, including agreed Project outcomes and payment schedules to cover some of the costs of the Project.

3. Term

- 3.1 The Term of this Agreement is from the Execution Date to eight (8) years after the completion of the Project unless terminated earlier in accordance with this Agreement.
- 3.2 All Legal rights and obligations of the Parties will continue after the expiration or earlier termination of this Agreement.

4. Scope

- 4.1 The Organisation must;
- (a) acquit and carry out all aspects of the Project (including the expenditure of Funding), in a competent, diligent, satisfactory, and professional manner, and to a high standard; and
 - (b) comply with this Agreement.
- 4.2 Main Roads must pay the Funding to the Organisation in the manner set out in Schedule 2.
- 4.3 The Organisation must ensure that the completed Project is of good design and construction (using and comprising quality materials) and is, and remains, fit for its intended purpose.

5. Variations

- 5.1 The Organisation must not make any changes to the Project or the Project Budget Estimate without prior written consent of Main Roads, which consent may be withheld in Main Roads' absolute discretion.
- 5.2 Any variation of this Agreement, must be made in writing duly executed by both Parties.
- 5.3 Any requests for variations to Schedule 2 must be submitted at least forty (40) Business Days before the Project Completion Date unless otherwise approved by Main Roads.

6. Relationship between Parties

- 6.1 The Parties agree that nothing in this Agreement is intended or should be construed as creating a contract of employment, an agency, a partnership, a joint venture, or a fiduciary relationship between the Parties.
- 6.2 The Organisation must not represent itself, and must ensure that its employees, contractors, sub-contractors, or agents do not represent themselves, as being an employee, a partner or agent of Main Roads or as otherwise able to bind or represent Main Roads.
- 6.3 The Organisation will not, by virtue of this Agreement, be or for any purpose be deemed to be, an employee, partner, or agent of Main Roads or have any power or authority to bind or represent Main Roads.

- 6.4 The Organisation must:
- (a) notify Main Roads of any actual, pending or threatened Claim, against one or more of the Organisation, a related body corporate or a senior staff member as soon as practicable after the Organisation first becomes aware of the Claim;
 - (b) notify Main Roads immediately if the Organisation is in breach of any Law, receives an audit qualification, or breaches, fails to obtain or is under scrutiny through an inquiry or decree in respect to (as applicable) any consent, registration, approval, licence or permit or agreement, order or award binding on the Organisation or which the Organisation requires in order to carry out one or both of the Project or its business; and
 - (c) notify Main Roads immediately if the Organisation becomes aware of any fraud or corruption in relation to the Project, and any interest which accrues on the Funding, or this Agreement.

7. Goods and Services Tax (GST)

- 7.1 For the purposes of this clause:
- (a) amount, recipient and supplier have the meanings given in Clause 7.3;
 - (b) *GST Act* means *A New Tax System (Goods and Services Tax) Act 1999 (Cth)* and includes all associated legislation and regulations;
 - (c) Any terms used in Clause 7 that are defined in the *GST Act* have the same meanings as in the *GST Act*.
- 7.2 All prices or other amounts fixed or determined under, or referred to in, this Agreement are exclusive of GST, except where expressly provided to the contrary in a particular provision of this Agreement.
- 7.3 Subject to Clause 7.4, if GST is or becomes payable by a Party (supplier) in relation to any supply that it makes under, in connection with or resulting from this Agreement, the Parties agree that, in addition to any consideration provided by a Party (recipient) for that supply, the recipient must pay to the supplier the amount of any GST for which the supplier is liable in relation to that supply (additional amount) at the same time as the relevant consideration or any part of it is provided.
- 7.4 The obligation to pay the additional amount only arises once the supplier has issued a tax invoice (and any adjustment note) to the recipient in respect of the additional amount.
- 7.5 If, under this Agreement, one Party is required to pay an amount to reimburse or compensate the other Party for any cost or liability incurred by that other Party, the amount to be reimbursed or compensated excludes any GST component of that cost or liability for which that other Party is entitled to claim an input tax credit.
- 7.6 If the funding is consideration for the supply of anything under, in connection with, or resulting from, this Agreement which is a taxable supply under the *GST Act*, the funding is exclusive of GST.
- 7.7 If the funding is consideration for the supply of anything under, in connection with, or resulting from, this Agreement which is a taxable supply under the *GST Act*, the State may choose (in its absolute discretion) by notice to the Organisation to have Main Roads issue a Recipient Created Tax Invoice (**RCTI**) in respect of the additional amount and if the State so chooses:

- 7.8 Main Roads will issue a RCTI in respect of the additional amount and the Recipient will not issue a tax invoice in respect of that additional amount;
- (i) the Organisation warrants that it is registered for GST and will notify Main Roads as soon as practicable of any change to the Organisation's registration;
 - (ii) Main Roads warrants that it is registered for GST and will notify the Recipient as soon as practicable of any change to the Main Roads registration; and
 - (iii) the State will indemnify and keep indemnified the Organisation for any liability for GST and any related penalty or interest charge that may arise from a statement of GST payable on the supply for which Main Roads issues a RCTI under this Agreement.

8. Funding Value and Use of Funding

- 8.1 The value of the Funding is exclusive of GST.
- 8.2 The Organisation will use the Funding solely for the purpose of undertaking and completing the Project and for no other purpose.
- 8.3 The Organisation must use the Funding for the carrying out of the Project in accordance with this Agreement and the Project Budget Estimate. All of this expenditure must be effected in a commercially prudent, sensible and reasonable manner.
- 8.4 The Organisation may use the Funding to hire equipment, machinery and external labour to complete the Project.
- 8.5 The Organisation will not use the Funding to purchase, acquire or create any asset (such as purchases of equipment or machinery), without Main Roads' prior written approval.
- 8.6 Any approved purchases of assets with the Funding must be for the exclusive purposes of the Project and for the duration of the Agreement. The Organisation will establish and comply with its own procedures and arrangements for purchasing, installing, recording, maintaining and insuring all items of equipment purchased with the Funding. The ownership of any asset purchased wholly or partly with the Funding will be vested in the Organisation, located on its site.
- 8.7 The Organisation will not use the Funding for any costs set out in Clause 9.9.

9. Payment of Funding

- 9.1 Payments pursuant to the Funding will only be made to the Organisation, not to an individual.
- 9.2 Before payment of the Funding, the Organisation will be obliged to provide a progress report on the Requirements, if relevant.
- 9.3 Payment of the Funding may be made in several separate instalments (Milestones) in accordance with Schedule 2 or in accordance with any variations issued by Main Roads from time to time.
- 9.4 At the end of each Milestone, the Organisation is to provide an itemised statement of costs to date certified by the Chief Executive Officer of the Organisation, or such other officer of the Organisation with the consent of Main Roads.

- 9.5 No Milestone payment on completion of the Project or single payment if there is to be only one payment, will be made unless the Organisation notifies Main Roads of the completion of the Project in accordance with Clause 18.3, and the Organisation provides the following Project Documentation demonstrating, to the satisfaction of Main Roads, that the Project works have been completed:
- (a) letter of standards assurance written on the Organisation's letterhead and signed by the Organisation's Chief Executive Officer or Director. The letter of standards assurance must outline the following:
 - i. Commencement Date,
 - ii. date of completion of the Project;
 - iii. the total Eligible Project Costs;
 - iv. the cost being claimed from Main Roads;
 - v. if applicable, the funds received by the Organisation from other sources; and
 - vi. a concise summary of what the Project has achieved, and which evaluates the outcomes, milestones and performance of the Project;
 - (b) date stamped photographic or recorded evidence of the completed Project works and full final copies of any studies undertaken as part of the Project;
 - (c) financial records showing the total Eligible Project Costs expended for the Project including copies of invoice(s), the signed authority to pay the invoice(s) and payment receipts relating to any Project works;
 - (d) employment records including wages or salaries and payments relating to any person employed, contracted or retained in relation to the Project;
 - (e) records of any variations to the Project or this Agreement.
 - (f) any report or other documentation relating to the Project or any works (if applicable); and
 - (g) Other Contributions, including contributions or in-kind contributions to the Project by the Organisation itself or received from third parties.
- 9.6 Unless otherwise agreed to in writing between the Parties, all Project Documentation pursuant to Clause 9.5 must be provided by the Organisation by no later than two (2) weeks after the completion of the Project and addressed to:

Community Infrastructure Grants
Main Roads
PO Box 6202
East Perth WA 6892
Or
Email: CommunityGrants@mainroads.wa.gov.au

- 9.7 Main Roads will advise the Organisation in writing of any variation to the payment and the grounds for the variation.
- 9.8 Notwithstanding any variations to payment, the total amount of the Funding paid or payable to the Organisation under this Agreement will not exceed the amount of the Funding.

- 9.9 Unless otherwise approved by Main Roads, in addition to the items listed below, Funding will not be paid to the Organisation for ineligible expenditure as described in the Growing Regions Program – Round 02 Guidelines:
- (a) the purchase or repair of motor vehicles, heavy plant and equipment;
 - (b) depreciation costs;
 - (c) administrative costs;
 - (d) maintenance costs covered under the Remote Essential and Municipal Services (REMS) Program;
 - (e) Markups on goods, where the works are undertaken by the Organisation;
 - (f) contingency costs;
 - (g) Project Management Costs unless satisfactory proof is provided that a professional consultant was engaged directly on the Project;
 - (h) Overheads;
 - (i) replacement of capital spending plans for developments that would occur in any event unless otherwise directed by Main Roads;
 - (j) costs associated with the removal of vandalism activities;
 - (k) retrospective costs for Project works commenced, undertaken and/or completed by the Organisation prior to the Execution Date;
 - (l) costs not directly related to the Project unless otherwise approved in writing by Main Roads.

10. Reporting

10.1 The Organisation must:

- (a) keep and maintain proper, accurate, complete and up-to-date records to the satisfaction of the Main Roads of all work undertaken and monies expended in the course of and in connection with the Project;
- (b) ensure its financial documents and records enable all income and expenditure related to the Funding to be identified in the accounts of the Organisation;
- (c) keep and maintain accurate and complete up-to-date records of communications and events that affect, relate to or impact on the management or delivery of the Project;
- (d) ensure that all records are available for inspection at all times upon request by Main Roads; and
- (e) promptly provide Main Roads or the State on request, information pertaining to any aspect of this Agreement (including about the progress and delivery of the Project) and the Organisation consents to the State or Main Roads sharing that information with the Commonwealth. All such information provided must be true and accurate, complete, up-to-date and sufficiently detailed.

- 10.2 Reporting for the purposes of employment in a project delivered under the Program, the Organisation must:
- (a) for the duration of the Project keep and maintain statistical information regarding employment, with an emphasis on Aboriginal and Torres Strait Islander employment in the Project, including, if relevant details of training of such persons; and
 - (b) At the completion of the Project provide Main Roads with details and information regarding the collection of information under (a) in a statistical format only with all such information being de-identified.
- 10.3 Main Roads may pass on to the Commonwealth any information they receive from or about the Organisation for purposes of or relating to the Project or Commonwealth funding.
- 10.4 In addition to the progress reports provided pursuant to clause 9.2, the Organisation must provide Main Roads with progress reports as set out in Schedule 2 Item 6. Such progress reports must include, but not be limited to:
- (a) progress and outcomes achieved from date of last Milestone or progress report,
 - (b) expected progress and achievements for next Milestone, and
 - (c) any risks, issues or delays, in particular if they have led to delays in timeframe or alterations to the project scope.

11 Contact Officers

- 11.1 Each Party must appoint a staff member to be a contact officer in relation to the Project and this Agreement (this staff member and any replacement staff member performing the same role are referred to in this Agreement as the Contact Officer). The Contact Officer for each Party is authorised to act for that Party in relation to this Agreement and is the first point of contact for the other Party in relation to any disputes arising under this Agreement.
- 11.2 The details of each Party's Contact Officer as at the Execution Date are set out in Schedule 1.
- 11.3 If a Party changes its Contact Officer that Party must notify the other Party in writing of the details (being the same categories of information set out in Schedule 1 for each Contact Officer) of the new Contact Officer within five (5) Business Days after the change.

12 Force Majeure

- 12.1 A Party is not liable for its inability to perform, or for any delay in performing, any of its obligations under this Agreement to the extent that and during the time that, the inability or delay is caused by an Event of Force Majeure.
- 12.2 If a Party is prevented from performing its obligations by an Event of Force Majeure, then that Party:
- (i) Must notify the other Party as soon as possible of the Event of Force Majeure, giving details as to the nature of the Event of Force Majeure and the effect the Event of Force Majeure will have on the performance of its obligations; and
 - (ii) Must use its reasonable endeavors to minimise the effect of the Event of Force Majeure on the performance of its obligations.

- 12.3 The time for performance of the Party's obligation will be extended by a period equal to the period of any Event of Force Majeure which causes the inability to perform, or delay in performing, the obligations.

13 Notices

- 13.1 Any Notice that may or must be given under this Agreement to be valid and effective, must be:

- (a) in writing;
- (b) given by a Contact Officer of the Party giving notice; and
- (c) hand delivered, sent by prepaid post, or email to the Contact Officer of the Party receiving the notice as set out in Schedule 1.

14 Monitoring of Works

- 14.1 The Organisation agrees that all work undertaken to complete the Project may be subject to monitoring and inspection on site by Main Roads or Main Roads' authorised delegates at any time.
- 14.2 The Organisation will permit Main Roads or Main Roads' authorised delegates reasonable access to the Project Site or any location within the control of the Organisation, where:
- (a) employment records including wages or salaries and payments relating to the Funding and/or Project are housed, stored or in active use, including hard-copy and electronic records;
 - (b) financial records regarding the Project are housed, stored or in active use, including hard-copy or electronic records; and
 - (c) records of invoice(s) and the signed authority to pay the invoice(s) are located.
- 14.3 The Organisation will provide Main Roads and or the Commonwealth with access to the Project/Project Site during or after its delivery if requested for the purpose of monitoring the Project or assessing its completion.

15 Audits

- 15.1 The Organisation agrees that:
- (a) Main Roads may conduct audits of this Agreement or any matter done or to be done under or in relation to it by appointing an Auditor in relation to the matters specified by Main Roads, the costs of which will be borne by the Organisation;
 - (b) the Auditor General may conduct audits of this Agreement or any matter done or to be done under or in relation to it or the Project (as provided for in the *Financial Management Act 2006* and the *Auditor General Act 2006*); and
 - (c) the Organisation will provide all reasonable access to Project Site or other place and all reasonable assistance to locate and provide access to financial records and other documents and records necessary to carry out any such audit under Clause 15 and in order to verify compliance by the Organisation with this Agreement.

16 Resolution of Issues

16.1 Consideration by the Parties Contact Officers

If at any time any disagreement or dispute or issue under or in connection with this Agreement (**Issue**) arises:

- (a) The Parties will ensure that the Issue is first promptly referred in writing to the Parties Contact Officers for resolution (to the extent the Parties Contact Officers have not already considered the Issue); and
- (b) The Parties' Contact Officers will consider the Issue referred to them and give due consideration to submissions by any Party in connection with the Issue.

16.2 Formal settlement

- (a) If any Issue remains unresolved following consideration by the Parties' Contact Officers under Clause 16.1, any Party may give a written notice to the other Party in accordance with Clause 16.2(b).
- (b) The notice must:
 - (i) state that the notice is given under this Clause 16.2(b);
 - (ii) describe the nature of the Issue; and
 - (iii) nominate an Authorised Officer of that Party to negotiate the Issue on that Party's behalf.
- (c) Within two (2) Business Days of receipt of such notice, the other Party must nominate by notice in writing its Authorised Officer to negotiate the Issue on that Party's behalf.
- (d) The Party's Authorised Officers must genuinely negotiate with a view to resolving the Issue within five (5) Business Days of the receipt of the notice referred to in Clause 16.2(c).
- (e) If the Party's Authorised Officers fail to resolve the Issue in accordance with Clause 16.2(d), the Issue may be submitted to a dispute resolution mechanism (which mechanism is to be agreed between the Authorised Officers, taking into account the nature of the Issue within a further five (5) Business Days).

16.3 Urgent Relief

The preceding provisions of this Clause 16 shall not stop a Party seeking urgent interlocutory, injunctive, or declaratory relief in a court of law.

17 Construction of Project, Maintenance and Compliance

17.1 The Organisation is responsible for the Project including ensuring that the Project is undertaken in compliance with all Authorisations.

17.2 The Organisation will Maintain the Project Site and will be responsible for ensuring that the Project Site is kept free of obstructions by such reasonable and usual methods as the Organisation may determine.

17.3 The Organisation shall be responsible for all Maintenance Expenses.

- 17.4 The Organisation must at all times undertake the Project works in compliance with all State and Commonwealth Government legislation and comply with any directions given by any appropriately authorised State or Commonwealth jurisdiction relating to the Maintenance of the Project Site.
- 17.5 The Organisation must, without limiting any other provision of the Agreement, comply with the requirements of the Australian Government Building and Construction WHS Accreditation Scheme if applicable.
- 17.6 The Organisation warrants that its employees, agents and contractors are competent and have all the necessary skills, training and qualifications to carry out the Project and will comply with this Agreement.
- 17.7 The Organisation will ensure the Project is performed and carried out in a conscientious, expeditious and professional manner by all persons involved in the Project.
- 17.8 The Organisation will pay all costs of, and has sole responsibility for, all facilities, employees, and contractors engaged or utilised by the Organisation in respect of the Project.
- 17.9 The Organisation:
- (a) at all times duly perform and observe its obligations under this Agreement and promptly inform the Main Roads of any occurrence, which might adversely affect its ability to do so in a material way;
 - (b) undertake its responsibilities under this Agreement with integrity, good faith and probity in accordance with good corporate governance practices;
 - (c) at all times comply with all State and Commonwealth Laws;
 - (d) not damage the Project infrastructure or suffer the Project infrastructure to be damaged;
 - (e) co-operate fully with Main Roads in the administration of this Agreement;
 - (f) upon reasonable notice, provide Main Roads with access at any reasonable time and from time to time to the Organisation's premises, relevant financial records, other relevant documents, equipment, and other relevant property for the purpose of audit and inspection by Main Roads in order to verify compliance by the Organisation with this Agreement; and
 - (g) promptly inform Main Roads if it receives further funding or funds from other sources or third parties for the purposes of or related to the Project.

18 Completion of Project

- 18.1 The Project must be completed by the Project Completion Date. If the Project is not completed by the Project Completion Date, and Main Roads has not provided an extension in accordance with Clause 18.2 below, Main Roads may immediately terminate the Agreement.
- 18.2 The Organisation may provide Main Roads with a written request to extend the Project Completion Date. Such a request must state why the extension is required, and provide an amended timetable for the Project works, including a revised

expected Project Completion Date. Main Roads has absolute discretion to accept or decline the request and to determine the period and conditions of the extension. Main Roads will provide a decision in writing to the Organisation. The Project Completion Date cannot and will not be extended beyond 30 June 2027.

- 18.3 The Organisation will notify Main Roads in writing as soon as practicable, of the completion of the Project and will promptly provide all Project Documentation to Main Roads.
- 18.4 Main Roads may, as soon as practicable after receiving notice pursuant to Clause 18.3, inspect the works to determine whether the Project has been completed to the satisfaction of Main Roads.
- 18.5 If Main Roads determines pursuant to Clause 18.4 that the Project has not been completed to the satisfaction of Main Roads, Main Roads may direct the Organisation in writing to attend to those aspects of the Project which do not satisfy Main Roads, and the Organisation must immediately take all necessary steps to ensure those aspects of the Project are addressed to the satisfaction of Main Roads.

19 Acquitting the Project

- 19.1 The Organisation will, at its expense, provide Main Roads within sixty (60) days of the receipt of the final Milestone payment, or a single Milestone payment if there is only one Milestone, an independently Audited Financial Statement of Income and Expenditure for the Project. The Audited Financial Statement of Income and Expenditure must:
 - (a) set out the Project revenue and expenses in accordance with the Project Budget Estimate, including, where Main Roads deems appropriate, all invoices and receipts of payment;
 - (b) confirm the Project's financial accounts as true and accurate;
 - (c) confirm that the entire Funding was spent by the Organisation and applied to the approved Project purpose in accordance with this Agreement;
 - (d) when the Funding exceeds \$20,000 be certified by an Auditor or Accountant who is independent of the Organisation;
 - (e) be certified by the president or CEO of the Organisation.
- 19.2 The Project will be acquitted on the date Main Roads notifies the Organisation that it is satisfied with the information as provided in Clause 19.1
- 19.3 In the event that the Main Roads reasonably considers that the Audited Financial Statement of Income and Expenditure may be incomplete or inaccurate in any material respect Main Roads may arrange for an audit to be carried out in accordance with Clause 15.
- 19.4 In the event Main Roads makes an overpayment the Organisation must:
 - (a) notify Main Roads in writing of the overpayment immediately after it becomes aware of the overpayment; and
 - (b) repay to Main Roads the full amount of the overpayment within 10 Business Days after it becomes aware of the overpayment.

- 19.5 If Main Roads discovers an overpayment to the Organisation, Main Roads may notify the Organisation and the Organisation must repay the full amount of the overpayment within 10 Business Days after receipt of such notice.
- 19.6 The Organisation may apply to Main Roads for an extension of time to provide the Audited Financial Statement of Income and Expenditure which extension is at Main Roads' discretion. Any such extension will be confirmed in writing.
- 19.7 At any time up to seven (7) years after when the Project has been completed, the Organisation will, on request, provide to Main Roads:
- (a) original invoices, receipts or other documents which account for the expenditure of the Funding; and/or
 - (b) a statutory declaration made in accordance with the *Oaths, Affidavits and Statutory Declarations Act 2005* accounting for the expenditure of the Funding.

20 Confidentiality

- 20.1 The Organisation must make no written or oral announcements or representations to anyone including the media regarding the amount of the Funding provided by Main Roads without the written authorisation of Main Roads, except to the extent that such information is in the public domain before execution of this Agreement and otherwise complies with Clause 22.
- 20.2 The Parties must treat as confidential any Confidential Information or other information that comes into their possession in relation to each other as a result of this Agreement and will not disclose this information to any person other than those of its employees, officers, agents and legal and financial advisers who legitimately and reasonably require such Confidential Information in order to properly discharge the duties:
- (a) which they were employed or engaged to discharge; and
 - (b) which they would ordinarily and reasonably be expected to discharge on account of such employment or engagement; unless:
 - (i) required to do so under or pursuant to a provision of a Law in operation in Australia from time to time; or
 - (ii) required or requested to do so by virtue of an order, direction or request given to it by or on the part of the Parliament of the State, Minister of the State or Commonwealth or by any Court or Tribunal of the relevant jurisdiction.
- 20.3 The Parties agree that they will use their best endeavours to ensure that their officers, employees, agents, contractors and legal and financial advisers comply with the obligations of confidentiality specified in Clause 20.2.

21 Public Access

- 21.1 Subject to Clause 21.3, the Organisation will allow unrestricted public access to and public use of the completed Project for a period of eight (8) years from the completion of the Project and will not do or suffer to be done anything which may interfere with such public access and use.
- 21.2 Subject to Clause 21.3, the Organisation warrants that there is nothing that would prevent it providing public access as required by Clause 21.1, and acknowledges that a failure to provide public access is a breach of this Agreement.
- 21.3 The Organisation may, however, restrict public access, from time to time, for legitimate social, safety, environmental or animal welfare reasons.

22 Public Acknowledgement of Funding

- 22.1 The Organisation agrees to obtain Main Roads' permission prior to releasing any Promotional Material.
- 22.2 The Organisation must acknowledge the Commonwealth's financial contribution to the Project in any Promotional Material.
- 22.3 The Organisation must ensure that Main Roads is provided with access to all products obtained for use in the development of Promotional Material including but not limited to Project data and benefits and all raw Project footage and images.
- 22.4 The Organisation may install signage, which complies with the Australian Government's Building Australia Signage Guidelines and:
 - (a) provide photographic evidence of the Program sign and confirmation in the letter of standards assurance as supplied to Main Roads,
 - (b) any signage installed is at the Organisation's expense.

23 Dealings with Project Site

- 23.1 The Organisation will not, subject to Clause 23.2, 23.3, and 23.4, within eight (8) years from the Project Completion Date, sell, transfer, lease, mortgage, or otherwise dispose of, encumber or part with possession of the Project Site, any part thereof or any interest the Organisation has in or in respect of the Project Site or any part thereof.
- 23.2 The Organisation hereby covenants and agrees that it will not, subject to Clause 23.3 within eight (8) years from the completion of the Project, sell, transfer, mortgage or part with possession of its respective share of the Project Site or any interest therein respectively unless the Organisation first procures from the lessee, mortgagee or other person entitled to the possession thereof (but in the case of the mortgagee to become effective only in the event of entering into his or her possession under his mortgage or exercising his or her other powers and remedies thereunder) an Agreement of Covenant with Main Roads (in a form approved by it) to observe and perform the terms and conditions of this Agreement.

- 23.3 The Organisation covenants and agrees to immediately notify Main Roads of its intention to sell, transfer, lease, mortgage or otherwise dispose of or part possession with the Project Site, and of its need to obtain Main Roads' approval to such transaction, and the need for Main Roads to sign the approved Agreement of Covenant in Clause 23.2.
- 23.4 Depending on the size of the committed Funding, the Organisation will not dispose of the Project Site after the completion of the Project for a certain period of time as indicated below:

| Funding Range | Number of Years |
|-----------------------|-----------------|
| \$0 - \$244,000 | 2 years |
| \$244,001 - \$610,000 | 5 years |
| \$610,001 and above | 8 years |

24 Limitation of Liability

- 24.1 Neither Main Roads nor any department, agency, instrumentality or emanation of the State (and any Minister, officer, or employee of any of them) shall be:
- (a) liable, in negligence or otherwise, for the success or otherwise of the Project;
 - (b) responsible for any losses or financial shortfalls encountered by the Organisation in connection with, or by undertaking, the Project and for clarity, if the Funding is insufficient for the Organisation to properly fulfil all of its obligations then the Organisation must still fulfil its obligations as its own cost and any Commonwealth funding will not exceed the Funding provided for in this Agreement.
 - (c) liable for any losses or financial shortfalls sustained by the Organisation in the event that termination of this Agreement results in or triggers the termination of other Agreements or agreements the Organisation has with third parties; or
- 24.2 Neither Main Roads, nor the Main Roads authorised delegates, will be liable to pay compensation when this Agreement has been ended, in total or in part.

25 Insurance and Indemnity

- 25.1 It is the onus and responsibility of the Organisation to ensure that during the continuance of this Agreement and at all times thereafter it will maintain and keep current, public liability insurance appropriate that is proportionate to the maximum level of potential loss related to the operation of the Project Site, and the nature of the Project subject of this Agreement. The Organisation is to ensure that such insurances will cover all claims and losses howsoever arising or caused, including but not limited to those in respect of any injury of, or illness (including mental illness) to, or death of, any person, any loss, damage or destruction to any property, claims risks and events covered under the indemnities provided by the Organisation to Main Roads under this clause.

- 25.2 The Organisation must not, and is not to permit any person to, do anything which adversely affects the continuation, validity, extent of cover or ability to make a claim under the insurance policies.
- 25.3 The Organisation must give Main Roads prior notice of cancellation, non-renewal or material alteration to the abovementioned policy or policies held.
- 25.4 The Organisation must give Main Roads a copy of any notice of cancellation, non-renewal or material alteration given by the insurer to the Organisation within 5 days of its receipt.
- 25.5 The Organisation will notify Main Roads immediately if an event occurs which does give rise or might give rise to a claim under the insurance policies or which could prejudice the rights of insurers or Main Roads.
- 25.6 The Organisation must pay or procure the payment of all premiums and all deductibles on the policies of insurances requested in this agreement when due.
- 25.7 The Organisation are responsible for promptly renewing all insurance policies requested in this agreement to ensure continuation of the relevant policies when due.
- 25.8 If requested by Main Roads, the Organisation will provide evidence of requested insurances by way of certificate of currency and or receipts for premiums paid in connection with all insurance cover referred to above.
- 25.9 The Organisation must cause its insurers to waive all rights of subrogation against Main Roads in respect of a claim arising under the insurance policy.
- 25.10 The Organisation will indemnify and keep indemnified Main Roads from and against all actions, claims, causes of action, costs, proceedings, suits and demands whatsoever which may at any time be brought, maintained, asserted, or made against Main Roads in respect of any loss whatsoever, injury or damage of, or to, any kind of property or thing and any death of, or injury or illness sustained by, any person arising out of, or in connection with, whether directly or indirectly, this Agreement, the Funding, the Project or any act, neglect, omission or default by the Organisation or any employee, agent or contractor of the Organisation
- 25.11 The provisions of Clause 25 survive termination of this Agreement.

26 Intervention and Default

- 26.1 Main Roads has the right to intervene at any time in the practical operation of the Project to ensure that the objectives and expected outcomes of the Project are achieved.
- 26.2 An Event of Default occurs if:
 - (a) Main Roads is of the reasonably held view that all or any part of the Funding is not being used, or has not been, applied with competence, efficiency and diligence;
 - (b) Main Roads is of the reasonably held view that the Organisation has spent or committed, or will spend or commit, all or part of the Funding:

- (i) for a purpose or purposes inconsistent with or contrary to the Approved Project Plan or the Project;
- (ii) imprudently or in an unreasonable fashion having regard to the purpose of this Agreement; or
- (iii) on goods, services or goods and services for which the Organisation has paid or will pay a price which is unreasonably high;
- (c) for any reason whatsoever the Organisation is unable or unwilling to commence, continue or complete work on the Project;
- (d) the Organisation is the subject of an Insolvency Event;
- (e) a commissioner is appointed in respect of the Organisation under the *Local Government Act 1995*, or the Local Government Council of the Organisation is suspended under section 8.15(2)(c) or dismissed under section 8.24 of the *Local Government Act 1995*;
- (f) (subject to Clause 26.2 (fa)) the Organisation breaches this Agreement and does not fully and properly rectify the breach within 28 Business Days or a period otherwise agreed from receipt of a written notice from or on behalf of Main Roads specifying the breach and calling upon the breach to be rectified;
- (fa) the Organisation repudiates this Agreement;
- (g) the Organisation breaches or is likely to breach an agreement it has with a third party which will or is likely to result in the Project being jeopardised or adversely affected;
- (h) the Organisation does not promptly inform Main Roads of any occurrence which may adversely affect the Project in a material way or the ability of the Organisation to deliver the Project;
- (i) the Organisation does not act with integrity, good faith and probity in accordance with good corporate governance practices;
- (j) the Organisation attempts to sell, transfer, assign, mortgage, charge or otherwise dispose of or deal with any of its rights, entitlements and powers under this Agreement;
- (k) the Organisation does not comply with all State or Commonwealth Laws;
- (l) the Organisation does not reasonably co-operate with Main Roads in the administration of this Agreement;
- (m) the Organisation refuses upon reasonable notice to provide Main Roads with access at any reasonable time and from time to time to the Organisation's premises, financial records, other documents, equipment and other property for the purpose of audit and inspection by Main Roads in order to verify compliance by the Organisation with the Project and this Agreement;
- (n) the Organisation does not achieve the Milestone/s by the times and in accordance with any other stipulations set out in Schedule 2;
- (o) any portion of the Project has not been completed pursuant to the terms of this Agreement;
- (p) the Project is not completed by the Project Completion Date;

- (q) the Organisation does not provide the Audited Financial Statement of Income and Expenditure within 60 days or such other time agreed to by Main Roads for the purposes of Clause 19.1; or
- (r) the Organisation fails to advise Main Roads if the Organisation has received, or is expected to receive any private, or any other State or Commonwealth government funding for the Project.

27 Consequences of Event of Default

- 27.1 If an Event of Default occurs, or it is considered by the Organisation as likely to occur or would be considered by a reasonable person as likely to occur, then the Organisation must immediately notify Main Roads of the occurrence or likely occurrence and must thereafter consult with Main Roads with respect to this Agreement and its possible termination.
- 27.2 If an Event of Default occurs, Main Roads may, in its absolute discretion, suspend payment of the Funding or, with the approval of the Commonwealth, terminate this Agreement. Main Roads may continue to suspend payment of the Funding until such time as Main Roads is satisfied, in its absolute discretion, that the Organisation has rectified the Event of Default.
- 27.3 If an Event of Default occurs or Main Roads is otherwise entitled to terminate this Agreement, then.
 - (a) Main Roads has no further obligation to pay the Organisation any part of the Funding which has not yet been paid to the Organisation; and
 - (b) the Organisation must immediately take all action necessary to cease further expenditure of the Funding; and
 - (c) upon demand by Main Roads, the Organisation must immediately repay to Main Roads the Funding less costs in respect of the Approved Project Plan:
 - (i) already properly incurred by the Organisation; and
 - (ii) not yet paid by the Organisation but which are due and payable, provided that in respect of such costs, the Organisation has provided to Main Roads within 10 Business Days after Main Roads' demand:
 - (A) documentary evidence that such costs were properly incurred in accordance with this Agreement; and
 - (B) in respect of costs referred to in Clause 27.3(c)(i) documentary evidence that the Organisation has paid such costs.
- 27.4 If an Event of Default involves expenditure of the Funding contrary to this Agreement, then upon demand by Main Roads, the Organisation must immediately repay to Main Roads all amounts of the Funding improperly spent or committed.
- 27.5 If this Agreement is terminated under any provision of this Agreement Main Roads will cease to have any obligation to the Organisation.

28 Assignment

- 28.1 This Agreement is personal to the Organisation and may not be assigned, transferred, or novated by the Organisation without Main Roads' consent, which consent may be withheld in Main Roads absolute discretion. Main Roads may at any time, in its absolute discretion, assign, transfer or novate its rights and obligations under this Agreement as it sees fit.
- 28.2 For the purposes of this clause, the Organisation shall be deemed to have assigned, transferred, or novated this Agreement if any act, matter or thing is done or occurs, the effect of which is, in the opinion of Main Roads, to transfer, directly or indirectly, the ownership, control or management of the Organisation.

29 Access to Land

- 29.1 If the Project is being undertaken on land (whether freehold or Crown land) that is not owned, leased or managed by the Organisation, the Organisation must obtain before it enters or occupies that land and keep in place whilst the Organisation is on or occupying that land, the written consent of the person owning or leasing that land to such entry or occupation by the Organisation. A copy of this consent must be provided to Main Roads on request. Main Roads must be and remain satisfied with the relevant land tenure had, or to be had, by the Organisation; if it is not so satisfied, Main Roads can terminate this Agreement.

30 Waiver

- 30.1 No right under this Agreement will be deemed to be waived except by notice in writing signed by each Party.
- 30.2 A waiver by either Party pursuant to Clause 30.1 will not prejudice that Party's rights in respect of any subsequent breach of this Agreement by the other Party.
- 30.3 Subject to Clause 30.2 any failure by either Party to enforce any clause of this Agreement, or any forbearance, delay or indulgence granted by one Party to the other Party will not be construed as a waiver of rights under this Agreement.

31 Entire Agreement

- 31.1 This Agreement (including Schedules) constitutes the entire Agreement between the Parties and supersedes all prior communications, negotiations, arrangements and Agreements, whether oral or written, between the Parties with respect to the subject matter of this Agreement.

32 Freedom of Information Act 1992

- 32.1 This Agreement and information regarding it, is subject to the *Freedom of Information Act 1992*. Main Roads and the State may publicly disclose information in relation to this Agreement, including its terms and the details of the Recipient.

33 Governing Law

- 33.1 This Agreement is governed by and construed in accordance with the laws for the time being of Western Australia and the Parties hereby submit to the jurisdiction of the courts of Western Australia and all courts having jurisdiction to hear and determine appeals therefrom.

34 Costs

- 34.1 The Organisation must bear and is responsible for all or any duty payable on or in respect of this Agreement pursuant to the Duties Act 2008.
- 34.2 Each Party must pay its own legal and other costs relating to the preparation of this Agreement.

35 Cooperate

- 35.1 The Organisation must cooperate with Main Roads in order to ensure compliance, by Main Roads, with any funding agreement it (Main Roads) has with the Commonwealth relating to or covering the Project; such cooperation will include the Organisation promptly agreeing to vary this Agreement if any such funding agreement between Main Roads and the Commonwealth makes such variation of this Agreement reasonably necessary. Both Parties will act reasonably and in good faith under and in connection with this Clause 35.

EXECUTION OF THIS AGREEMENT

Executed as an Agreement

SIGNED for and on behalf of the
COMMISSIONER OF MAIN ROADS:

Signature of witness

Name of witness

Dated

Signature of authorised officer

Name of authorised officer

Dated

SIGNED for and on behalf of the
SHIRE OF ESPERANCE:

Signature of witness

Name of witness

Dated

Signature of authorised officer

Name of authorised officer

Dated

Schedule 1 Contact Officers

1 Contact Officers

1.1 Main Roads

Name: Ms Rachel Anderson
Job Title A/Program Development Coordinator
Phone 08 9323 6365
Email Rachel.Anderson@mainroads.wa.gov.au
Postal Address: PO Box 6202 East Perth WA 6892
Street Address: Don Aitken Centre, Waterloo Crescent, East
Perth WA 6004
Supervisor: Mr Des Lock

1.2 Organisation

Name: Mr Shane Burge
Job Title Chief Executive Officer
Phone 08 9071 0607
Email shane.burge@esperance.wa.gov.au
Postal Address: PO Box 507 Esperance WA 6450
Street Address: 77 Windich Street ESPERANCE WA 6450

Schedule 2 Approved Project Plan

1. **Approved Purpose of Funding / Project** – The James Street Hub project will create a central gathering space to address population growth, tourism demand, and growing community needs. It enhances foreshore connectivity, supports Indigenous culture, relocates the library and visitor centre for accessibility and strengthens community wellbeing.
2. **Approved Project Scope** – The project involves construction of a two-storey multi-purpose hub on James Street. This includes the full build and internal fit-out of the ground floor, housing a modern public library, a centrally located visitor centre to boost foot traffic, and a café space to showcase local and Indigenous art.
3. **Project Location**- 6 James Street ESPERANCE WA.
4. **Project Activity Plan**

Start Date 15 June 2025 **Project Completion Date** 30 June 2027

| Activity / Deliverable | Date |
|-------------------------------|-------------|
| Planning Approval | |
| Engagement of Builder | |
| Construction | |
| Launch of Stage 1a | |

5. Milestone and Payment Schedule

The Organisation must achieve the following and is bound by the below tables:

| Milestone | Date | % | \$ | Requirement |
|-----------|------------------|------|--------------|--|
| 1 | 4 September 2025 | 10% | \$1,490,300 | Evidence: <ol style="list-style-type: none"> Confirmation of Construction and Operational Funding Award Tender Copy of signed construction contract provided to Main Roads. |
| 2 | 15 January 2026 | 30% | \$4,470,900 | Evidence and Progress Report: Commence construction <ol style="list-style-type: none"> Confirmed detailed construction plan for library ground floor, visitor centre & café. Site mobilisation and site preparation |
| 3 | 01 June 2026 | 30% | \$4,470,900 | Evidence and Progress Report: Construction completed to 50%. <ol style="list-style-type: none"> Ground Floor Commence Level 1 |
| 4 | 15 October 2026 | 20% | \$2,980,600 | Evidence and Progress Report: Construction completed to 75% <ol style="list-style-type: none"> Ground Floor Level 2 External works including: <ul style="list-style-type: none"> Landscaping Community Terrace Pedestrian Paving and Esplanade |
| 5 | 26 February 2027 | 10% | \$1,490,300 | Evidence and Progress Report: Full Completion Report on Construction of library ground floor, visitor centre & café. |
| 6 | 30 April 2027 | 0% | 0 | Post Completion Report Completed by Local Government and Accepted by Main Roads |
| | | 100% | \$14,903,000 | |

6. Reporting Requirements

| Reporting Period | Date due |
|------------------|------------------|
| 1 | 30 March 2026 |
| 2 | 15 December 2026 |

7. Co-Contributions

| Contributor | Amount |
|------------------|-------------|
| Local Government | \$7,597,000 |

JAMES STREET CULTURAL PRECINCT

CHRISTOU

Esperance James Street Cultural Precinct

OPTION 1A : Approved Scheme

*Current Scheme Based off
Original Project Brief*

JAMES STREET CULTURAL PRECINCT

OPTION 1a - Ground Floor / Site Plan

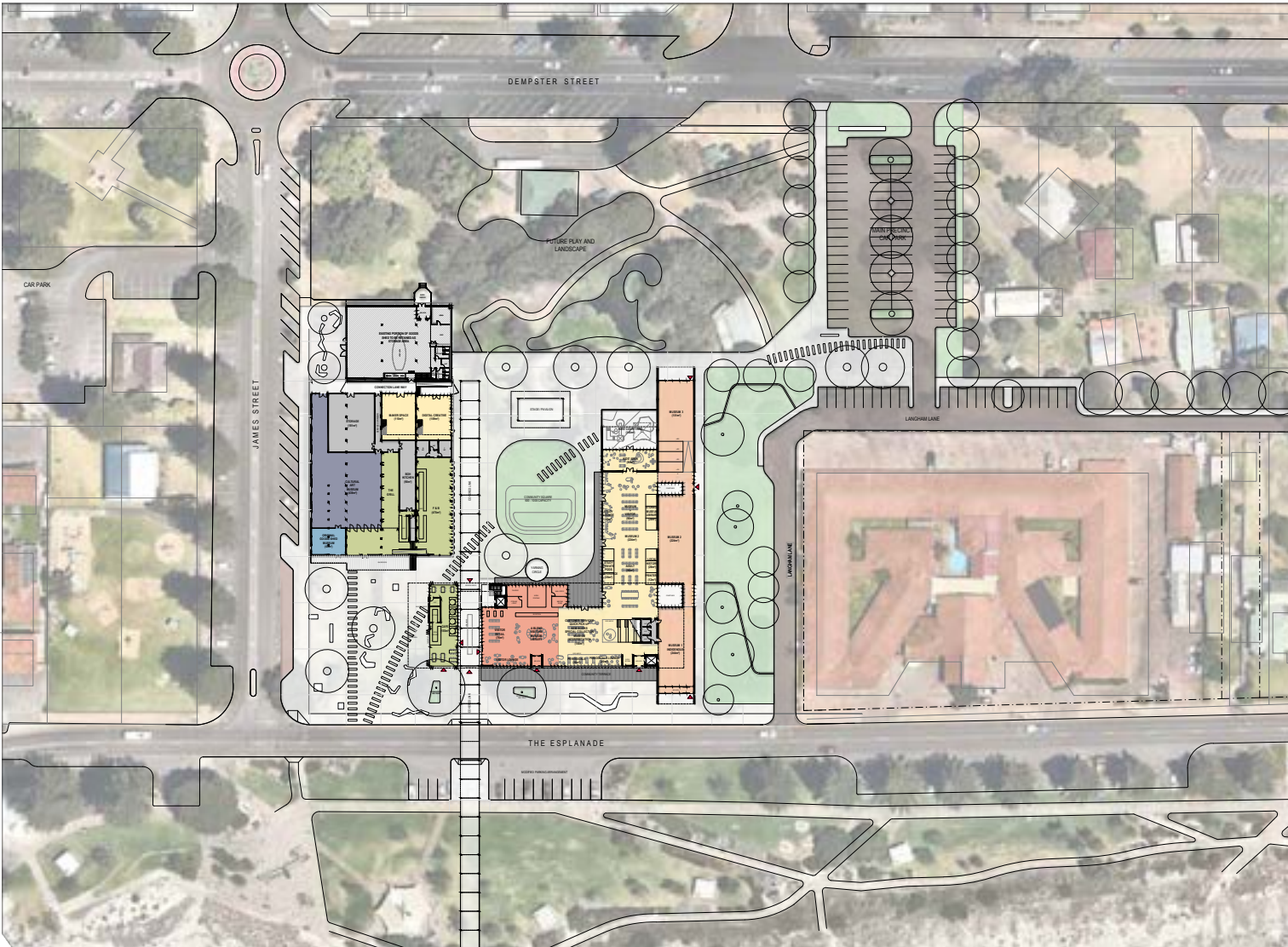
CHRISTOU

- LEGEND
- MUSEUM
 - LIBRARY
 - VISITOR CENTRE / ARRIVAL
 - COMMUNITY ARTS
 - ABORIGINAL CULTURAL HERITAGE
 - F&B
 - MEETING / FUNCTION
 - STAFF / BOH

OPTION 1A AREA SCHEDULE

| | |
|------------------------------|---------------------------------|
| LIBRARY | 154m ² - Ground |
| MUSEUM | 338m ² - First |
| CAFE | 165m ² - Ground |
| VISITOR LOUNGE + INFORMATION | 410m ² - Ground |
| MAKERS SPACE | 110m ² - Ground |
| DIGITAL CREATIVE SPACE | 155m ² - First Floor |
| FUNCTION ROOM | 355m ² - First Floor |
| FUNCTION BOH | 170m ² - First Floor |
| BAR | 120m ² - First Floor |
| F&B VENUE | 637m ² - Ground |
| CULTURE + ARTS MUSEUM | 301m ² - Ground |
| MUSEUM STORAGE | 230m ² - Ground |
| GROUND FLOOR TOTAL | 3,990m ² |
| FIRST FLOOR TOTAL | 988m ² |
| TOTAL AREA | 4,988m ² |
| NEW BUILD TOTAL | 3,333m ² |
| WITHIN EXIST. GOODS SHED | 1,655m ² |

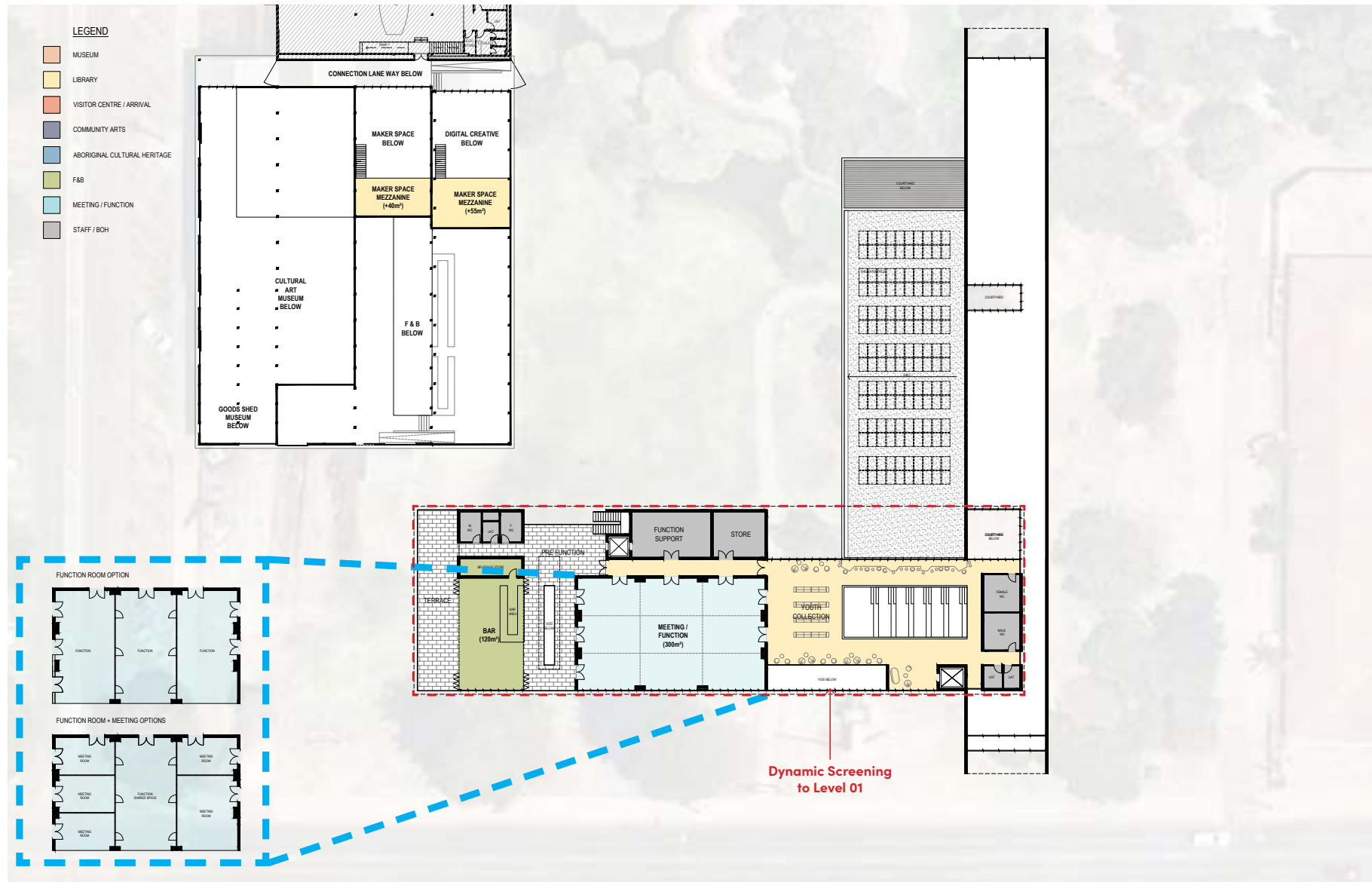
(All areas exclude external areas, terraces, courtyards, etc)



JAMES STREET CULTURAL PRECINCT

OPTION 1a - First Floor

CHRISTOU



JAMES STREET CULTURAL PRECINCT

CHRISTOU

OPTION 1A - STAGING

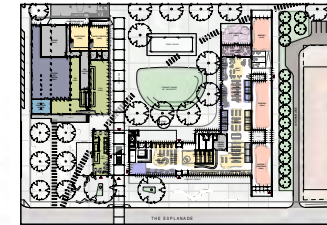
*Approved & Current Scheme Based off
Original Project Brief*

JAMES STREET CULTURAL PRECINCT

OPTION 1a - OVERALL DEVELOPMENT STAGING

CHRISTOU

OVERALL LEGEND



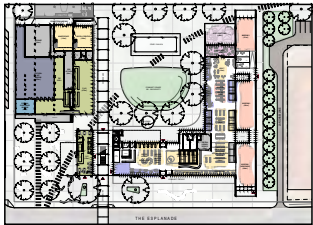
- STAGE 1A - \$22.5m
- STAGE 1A - EXTERIOR WORKS
- STAGE 1B - LEVEL 1 FITOUT - \$7.5m
- STAGE 2
- STAGE 2 - EXTERIOR WORKS
- STAGE 3
- STAGE 3 - EXTERIOR WORKS
- STAGE 4
- STAGE 4 - EXTERIOR WORKS



JAMES STREET CULTURAL PRECINCT
OPTION 1a - STAGE 1

CHRISTOU

OVERALL LEGEND

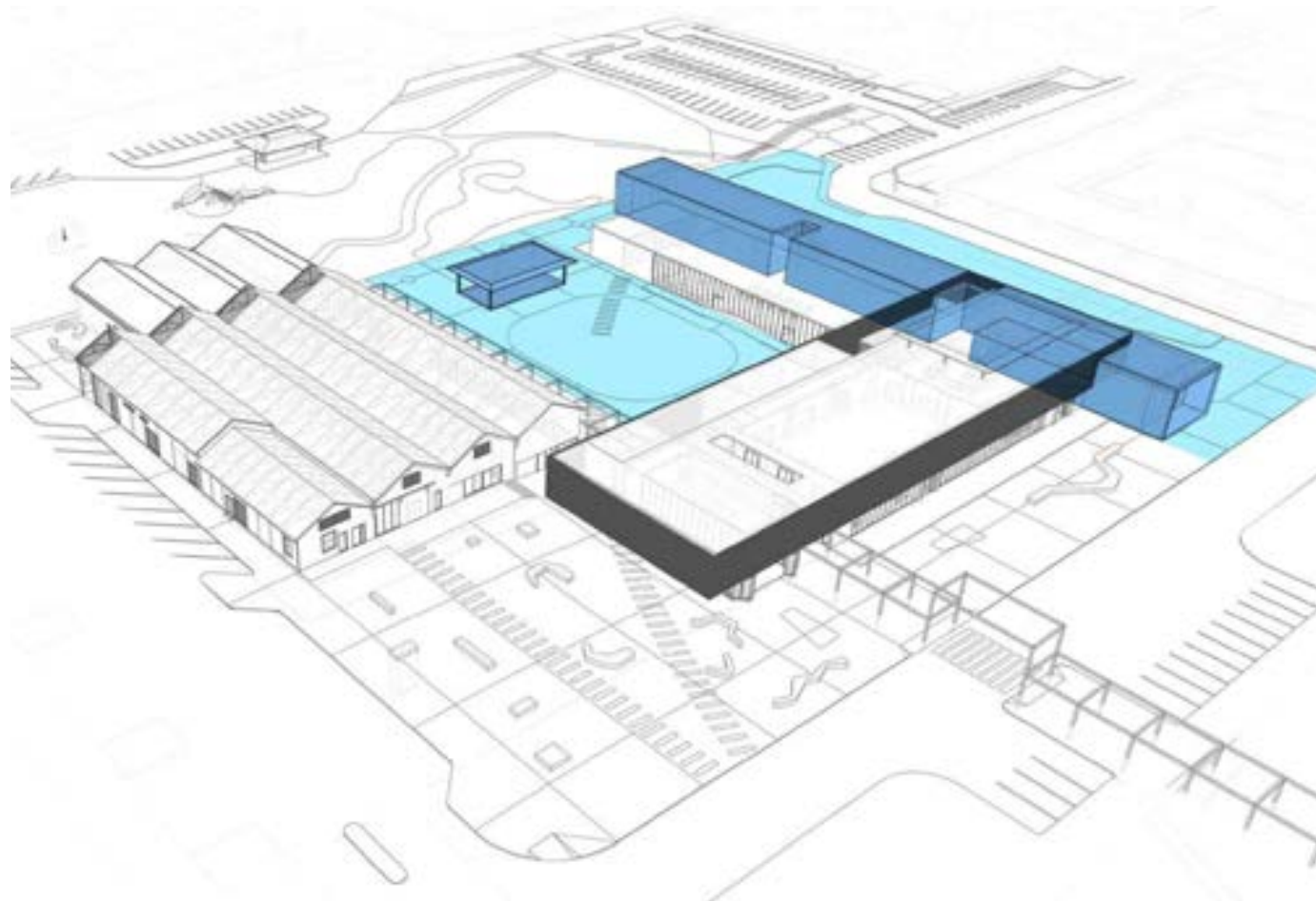


- STAGE 1A - \$22.5m**
 - Library (Ground)
 - Visitor Centre
 - Cafe
 - L01 'Cold shell' (no fit out)
- STAGE 1A - EXTERIOR WORKS**
 - Feature overhead arbor
 - Heritage Courtyard
 - Sculpture Courtyard
 - Bus drop off bay to James St
 - Kids outdoor play area
- STAGE 1B - L01 FITOUT - \$7.5m**
 - Library Fitout (L01)
 - Function Room Fitout
 - Bar Fitout
 - Function Terraces
 - Internal amphitheatre



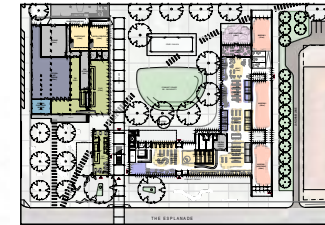
JAMES STREET CULTURAL PRECINCT

OPTION 1a - STAGE 2



CHRISTOU

OVERALL LEGEND



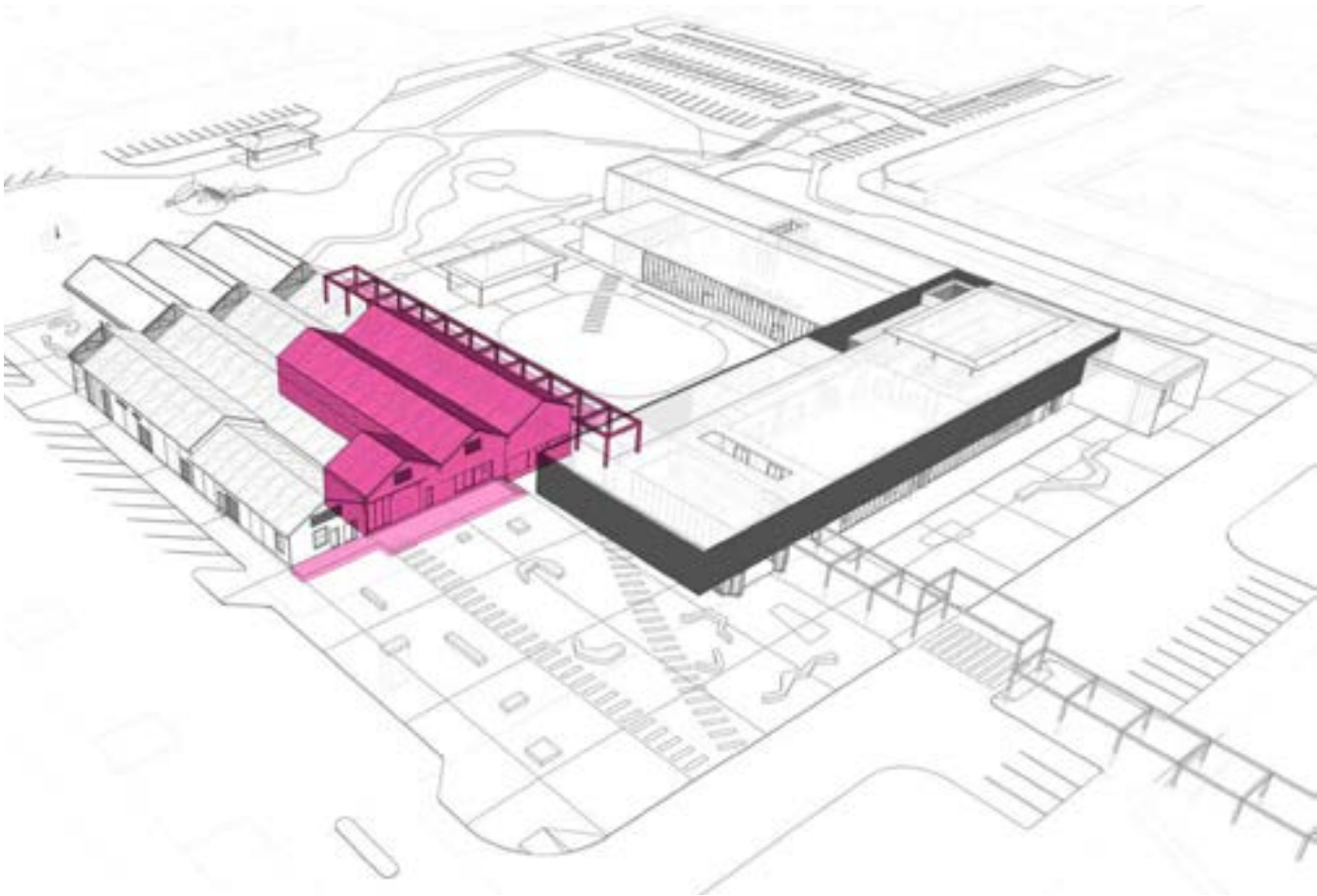
STAGE 2

- Indigenous Centre / Museum

STAGE 2 - EXTERIOR WORKS

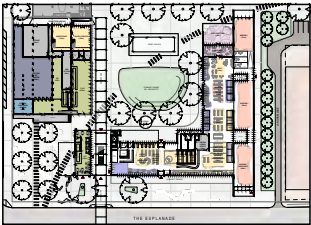
- Community Square / Outdoor Event Space
- Landscaping off laneway
- Stage / Pavilion

JAMES STREET CULTURAL PRECINCT
OPTION 1a - STAGE 3



CHRISTOU

OVERALL LEGEND



- STAGE 3**
- Food & Beverage -base shell for fitout by tenant
 - Outdoor arbor and walkway
- STAGE 3 - EXTERIOR WORKS**
- Raised platform to Heritage Courtyard
 - Outdoor arbor and walkway

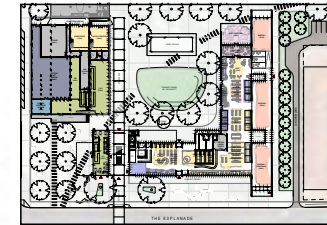
JAMES STREET CULTURAL PRECINCT

OPTION 1a - STAGE 4



CHRISTOU

OVERALL LEGEND



STAGE 4

- Community Arts / Gallery
- Digital Creative Spaces
- Maker Spaces
- Museum Storage Areas

STAGE 4 - EXTERIOR WORKS

- Connection Laneway
- New carpark
- Landscaping to James Street verge
- Refurbishment of Langham Ln

JAMES STREET CULTURAL PRECINCT

CHRISTOU

Item: 12.1.4

Property Transfer and Development Partnership Proposal - 4 and 4A Hicks Street Reserve 26980

| | | |
|---------------------|--------------------------------|--|
| Author/s | Richard Hindley Sarah Walsh | Manager Development Services Coordinator Governance & Corporate Support |
| Authoriser/s | Roy Greive | Director External Services |

File Ref: D25/15061

Applicant

Goldfields Individual and Family Support Association Inc (GIFSA)

Location/Address

4 and 4A Hicks Street, Esperance, Reserve 26980



Executive Summary

For Council to consider transferring the management order of 4 and 4A Hicks Street to GIFSA in support of their property transfer and development partnership proposal for the site.

Recommendation in Brief

That Council transfer the management order of 4 and 4A Hicks Street to GIFSA in support of their property transfer and development partnership proposal for the site.

Background

4A Hicks Street is vacant land at the rear of 4 Hicks Street that is not in use.

4 Hicks Street currently has a 3 bedroom house, fenced yard and small shed on site, which was previously used by the Esperance and Districts Hospital Hostel Committee as a hospital hostel.

The Esperance and Districts Hospital Hostel Committee surrendered their lease in June 2015, following which the premises was vacant for significant periods of time and has most recently been used for Shire staff housing.

GIFSA has submitted a property transfer and development partnership proposal for the site to be used as respite, short-term support services, activity and community inclusion hub, and transition housing. See Attachment A for further information.

The current management orders for Reserve 26980 includes the purposes of 'Hospital Hostel Site' 'Staff Accommodation', 'Shire Workforce Accommodation' and 'Emergency Accommodation',

Officer's Comment

The development proposed by GIFSA for the site is an exciting opportunity for greater services and improved quality of life outcomes for people with disabilities to be provided within Esperance. The proposal would support our Council Plan objective 3.3: 'Support vulnerable groups, including aged persons and those with disability'.

The Department of Planning, Lands and Heritage (DPLH) have been consulted to confirm if the proposed use would be acceptable under the current purpose of the reserve, and they have advised that the land use of 'Shire workforce accommodation' should be removed and replaced with 'Disability accommodation and support' to allow for this.

Our Manager Development Services has advised that no interim lease arrangement as requested by GIFSA would be possible until the reserve purpose has been amended.

The house at 4 Hicks Street is currently tenanted by a Shire employee, however the tenant can be assisted to relocated to alternate accommodation.

If the proposal is supported by Council, GIFSA has requested that the land and buildings be gifted to them to eliminate financial risk associated with capital redevelopment and ensure that all funding can be invested into disability-focused outcomes. This would require Council to submit a request to the DPLH to surrender the management order in favour of GIFSA.

Consultation

GIFSA
Manager Development Services
Department of Lands, Planning and Heritage
Executive Management Team

Financial Implications

Nil – GIFSA will be responsible for any development costs.

Asset Management Implications

Nil – Shire will hand over the existing infrastructure and GIFSA will be responsible for any future maintenance or development on site.

Statutory Implications

Land Administration Act 1997

Policy Implications

Nil

Strategic Implications

Council Plan 2022 – 2032

People - Outcome 3. A welcoming, inclusive and connected community

Objective 3.3. Support vulnerable groups, including aged persons and those with disability.

Environmental Considerations

Nil

Attachments

A¹. GIFSA Property Transfer and Development Partnership Proposal

Officer's Recommendation

That Council support the Goldfields Individual and Family Support Association Inc's property transfer and development partnership proposal; and

- 1. Request that the Department of Planning, Lands and Heritage amend the land use on Reserve 26980 by removing 'Shire Workforce Accommodation' and adding 'Disability Accommodation and Support; and**
- 2. Advise the Department of Planning, Lands and Heritage that the Shire of Esperance wishes to surrender its Management Orders in favour of Goldfields Individual and Family Support Association Inc. (GIFSA); and**
- 3. Built assets are to be transferred to GIFSA on an as is basis.**

Voting Requirement

Simple Majority



GIFSA BUSINESS PROPOSAL

*PROPERTY TRANSFER & DEVELOPMENT
PARTNERSHIP*

4 HICKS STREET

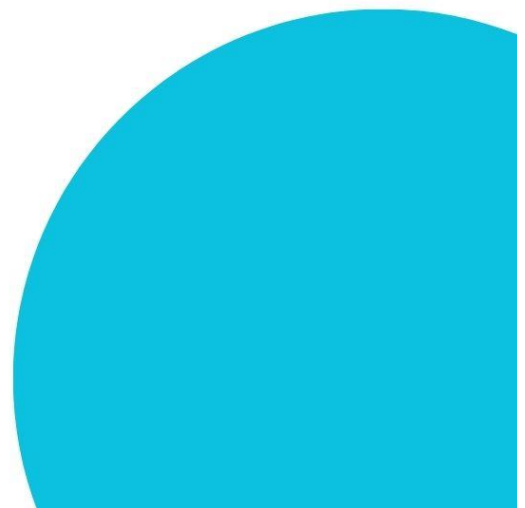
Between:

GIFSA (Goldfields Individual & Family Support
Association Inc)

And:

The Shire of Esperance

Date: May 2025



Executive Summary

GIFSA, a not-for-profit disability service provider with an established presence in the Goldfields-Esperance region, proposes to partner with the Shire of Esperance through the transfer of ownership/ management order of a residential property and adjoining land to GIFSA. It is intended that this property would be transformed into a **dedicated disability respite and community engagement hub**, addressing significant local service gaps and supporting improved quality of life outcomes for people with disability.

GIFSA is requesting that the land and house be gifted outright by the Shire to ensure long-term confidence and enable full capital investment into the redevelopment and expansion of services on site. A clause can be incorporated offering the Shire **first right of refusal** to reacquire the site at asset value (excluding land value) should GIFSA ever divest from the location.

Project Vision and Rationale

Strategic Context

The Goldfields-Esperance region faces an acute shortage of accessible, inclusive, and culturally appropriate respite and disability support spaces. Existing infrastructure is limited, with no localised, purpose-designed space for day respite, skill-building, or emergency/ transition housing for people with disability.

The proposed partnership aligns with the Shire's Community Access and Inclusion goals and GIFSA's regional expansion strategy to meet increasing demand and gaps in services for people with disability and their families.

Existing Property Usage Plan

Current House (to be retained and refurbished)

Purpose: Dedicated Respite and Short-Term Support Services

Required Modifications:

- Minor accessibility upgrades (ramps, doorways, handles, surfaces)
- Full bathroom renovation to meet disability standards
- Driveway extension and surface improvement for safe and accessible access
- Minor emergency access upgrades

Styling Approach: Design elements will reflect Esperance's coastal identity referencing local surf, jetty, rocky shoreline, and natural tones

Proposed Development Plan

Stage 1 (immediate): Respite

Objectives:

- Develop high-need day and night respite space
- Develop a disability short term emergency accommodation space

Facilities:

- Self-expression space (art, music, craft)
- Space for small group activities, life skills and social interactions

Stage 2 (future): Activity & Community Inclusion Hub

Objectives:

- Create accessible activity and life skills training areas
- Enable social connection, inclusion, and creative expression

Facilities:

- Large open room for group activities, dance, life skills, social events
- Outdoor area with firepit and seating, shaped by participant feedback

Outcomes:

- Launch of full-day programs for people with disability
- Hosting of inclusive community events and partnerships with other service providers

Stage 3 (exploration): Transition Housing Development

Objectives:

- Address the housing crisis for people with disability through purpose-built, short to medium term accommodation
- Support transition out of unsustainable or inappropriate living environments (aged care, homelessness risk)
- Support gradual transition programs to improve transition success rates from family home to own home

Features:

- Accessible, tailored housing for SIL (Supported Independent Living) and ILO (Individualised Living Options)
- Additional short-term emergency accommodation for vulnerable individuals with disability
- Wraparound supports to foster independence in a controlled, safe environment

Partnership Terms Requested

Land and Property Transfer

GIFSA respectfully proposes that:

- The land and associated house are gifted and unencumbered in full to GIFSA
- This eliminates financial risk associated with capital redevelopment for our not-for-profit and ensures that all funding can be invested directly into disability-focused outcomes
- In return, GIFSA will:
 - Commit to developing the site for community benefit
 - Ensure a long-term presence and service delivery in Esperance
 - Provide the Shire first right of refusal to reacquire the asset (excluding land value) if GIFSA ever cease its use of the property

Benefits to the Shire of Esperance

| Benefit | Details |
|---|--|
| Improved Community Outcomes | Immediate access to local respite, day programs, and emergency disability accommodation |
| No Financial or Operational Risk | GIFSA bears full cost of development, operation, and maintenance |
| Aligned with Shire Strategy | Supports the Shire's Community Access & Inclusion Plan, along with health and wellbeing objectives |
| Strong investment into community supports | Opportunity for partnerships and community engagement activities |
| Ongoing Consultation | GIFSA is open to incorporating Shire input into long-term development vision |

Next Steps

GIFSA proposes the following path forward:

1. **Formal Discussion and Site Inspection** – Collaborative walkthrough and stakeholder engagement
2. **Drafting of Transfer Agreement** – Including freehold or management order transfer, right of refusal clause and interim period lease agreement
3. **Formal Planning**– GIFSA to develop formal site planning
4. **Stage 1 Launch (Target: Late 2025)** – Minor upgrading of house and site
5. **Feasibility & Planning for Stage 2 & 3 (2026-2027)**

Conclusion

GIFSA is committed to being a long-term, community-embedded organisation in Esperance. With your support in transferring the land and house, we can unlock a transformative opportunity that:

- Builds inclusion
- Enhances wellbeing
- Addresses critical housing and service needs
- Positions the Shire of Esperance as a national leader in rural disability access and innovation

We welcome the opportunity to discuss this proposal further and explore shared aspirations for inclusive development in the region.

Submitted by:

Terrence Winner

Chief Executive Officer

GIFSA (Goldfields Individual and Family Support Association)

ceo@gifsa.org

(08) 9091 4356

www.gifsa.org

12.2 ASSET MANAGEMENT

Nil

12.3 CORPORATE & COMMUNITY SERVICES

Item: 12.3.1

2025/26 Community Grants Program - Budget Allocation

| | | |
|---------------------|-------------------------------|---|
| Author/s | Shane Tobin Patricia Timms | Community Development and Events Manager Community Development Officer |
| Authorisor/s | Felicity Baxter | Director Corporate and Community Services |

File Ref: D25/11408

Applicant

Internal Application

Location/Address

N/A

Executive Summary

For Council to consider the applications received under the Community Grants Program and determine allocations in the 2025/26 Annual Budget.

Recommendation in Brief

That Council Includes funds into the 2025/26 Annual Budget, to be distributed in accordance with the criteria and guidelines of the Community Grants Program.

Background

The Community Grants Program is the Shire's principal community investment program. Through this program Council contributes to community wellbeing by:

- Supporting and stimulating diverse projects, programs and activities;
- Encouraging collaboration through engagement and participation in the community;
- Facilitating stronger, more sustainable and resilient communities;
- Supporting the maintenance and upgrade of community facilities; and
- Encouraging projects and events benefitting Aboriginal and Torres Strait Islander People.

The guidelines and application forms for the Community Grants Program are available on the Shire's website. The Community Grant Program guidelines state that "The grants program is designed to provide limited financial assistance and is not intended to be relied upon as a primary or recurrent source of funding", and "All funding requests must not exceed 50% of the total project cost (with the exception of the Small Grants category)."

Among other requirements, part of the guiding assessment criteria states that applicants need to demonstrate the community need for the project, benefit to the community, alignment to the Esperance Council Plan, organisational ability to effectively manage the project and capacity to make a financial and in-kind contribution towards the project.

Nine applications were received under the Annual Grant category of the Community Grants Program 2025/26. The 9 applications have requested funding totalling \$278,372.50 (ex GST).

At the January 2022 OCM Council approved to have a separate annual budget allocation for the Brass Band, Esperance Community Arts and The Cannery Arts Centre. To be independent of the Community Grant Program but continue to apply the same acquittal process

The Small Grants category will be open to applications for the full grant year 2025/26, or until funds are allocated, to enable community groups to respond to opportunities in a timely manner as they present throughout the year.

Officer's Comment

The Community Grants Program applications have been supplied to Council along with a summary of each application to assist with the assessment of applications received.

The nine applications this year have requested a total of \$278,372.50 (ex GST) of funding.

An annual allocation for the Small Grants Category also needs to be considered for the 2025/2026 budget.

Last year Council approved seven Annual Grant applications with a combined allocation of \$190,469 and a Small Grants allocation of \$100,000 totalling \$290,469.

Consultation

Applications were initially assessed by the Community Development Officer, with input from other Shire officers as needed.

The Community Grants Program applications were reviewed during two Council briefing sessions. One session included The Rotary Club of Esperance Bay (New Year's Eve Event). Additionally, Esperance Care Services (Waste Recycling & Disposal Fabric Recycling Project) and Esperance Wildlife Sanctuary (Esperance SWIRL Centre Wildlife Triage Centre) were invited to provide further information to the Council on Tuesday, June 3rd.

Due to the wider reach of the Small Grants to Community Groups, the Council has indicated continued support for this effective and timely source of funding.

Consultation

External Services Customer Experience Officer
Development Services Officers – Planning & Building

Financial Implications

Allocations approved in this agenda item will be factored into Council's 2025/26 Annual Budget.

Asset Management Implications

Nil

Statutory Implications

The statutory implications associated with this item are contained within Local Government Act 1995, Section 6.2 - Local Government to prepare annual budget.

Policy Implications

Nil

Strategic Implications

Council Plan 2022 - 2032

People

Outcome 2. A healthy and active community.

Objective 2.4. Grow community capacity by supporting community groups and volunteers.

Environmental Considerations

Nil

Attachments

Nil

Officer's Recommendation

That Council:

Includes \$353,372.50 into the 2025/2026 Annual Budget, to be distributed in accordance with the criteria and guidelines of the Community Grants Program:

- a. Small Grants category budget of \$100,000 allocated in quarterly amounts of \$25,000 during the funding year and in accordance with the guidelines on the Community Grants Program;
- b. Annual Grants allocated as follows:

| Organisation | Project | Requested Amount | Approved Amount |
|--|---|------------------|-----------------|
| Esperance Tjaltjraak | Djilba Wildflower Festival | \$39,280 | |
| Esperance Wildlife Sanctuary | Esperance SWIRL Centre Wildlife Emergency Triage Centre | \$9,000 | |
| Esperance Mechanical Restoration Group | Lock up Shed and Lean to on existing shed | \$88,259 | |
| Esperance Speedway | 2026 SSA National Junior Sedan Title | \$10,000 | |
| Rotary Club of Esperance Bay | New Years Eve Festival 2026 | \$25,000 | |
| Rotary Club of Esperance Inc. | Australia Day Celebration (Entertainment) 2026 | \$15,000 | |
| Salmon Gums Development Group | Salmon Gums 100 th Celebration | \$20,000 | |
| Esperance Chamber of Commerce | Converge | \$30,000 | |
| Esperance Care Service | Waste Recycling & Disposal Fabric Recycling Project | \$41,833.50 | |

Voting Requirement

Absolute Majority

Item: 12.3.2

Lease Renewal - Airport Hangar Lots 1, 2, 3, 4, 6, 7 and 8 - Lot 15 Coolgardie-Esperance Highway Gibson

| | | |
|---------------------|------------------------------|--|
| Author/s | Blaise Graham Sarah Walsh | Governance and Corporate Support Officer Coordinator Governance & Corporate Support |
| Authorisor/s | Felicity Baxter | Director Corporate and Community Services |

File Ref: D25/14752

Applicant

Scott Mackie and Darren Rogers

Location/Address

Esperance Airport Hangar Lots 1, 2, 3, 4, 6, 7 and 8, Part Lot 15 Coolgardie-Esperance Highway Gibson.



Executive Summary

For Council to consider entering into a new lease with Scott Mackie and Darren Rogers for hangar lots 1, 2, 3, 4, 6, 7 and 8 at the Esperance Airport.

Recommendation in Brief

That Council enters into a new lease with Scott Mackie and Darren Rogers for hangar lots 1,2,3,4,6,7 and 8 at the Esperance Airport.

Background

Scott Mackie and Darren Rogers have been leasing various hangar lots at the Esperance Airport since 2010. During this time there has been multiple lease changes due to sale and purchase of hangars by various parties, along with a recent variation to the lease area for Hangar Lot 8 due to construction of a larger hangar.

There are currently three leases in place with the Applicant which are all due to expire on 30 June 2025

- Lease 1 – Hangar Lots 4, 6, 7 and 8
- Lease 2 – Hangar Lots 2 and 3
- Lease 3 – Hangar Lot 1

The hangars are utilised by South East Air Ag as a base for their aerial spraying and spreading aircraft.

Officer's Comment

Discussion with Officers has identified no concerns with the lease being renewed at this time. A term of 15-20 years has been requested, and it is recommended that this be approved for the maximum term as they are long term tenants who have no history of breaches or non-payment of accounts.

The maximum term we are able to approve for freehold land without requiring WA Planning Commission approval is 20 years.

It is recommended that a single lease be entered into encompassing all hangar lots to reduce the administration needed to facilitate multiple leases.

As per s.3.58(4)(c)(i) of the *Local Government Act 1995*, to determine the market value of the disposition we require a rental valuation to be carried out, not more than 6 months prior to the proposed disposition. In this instance, it is proposed that we utilise s.3.58(4)(c)(ii) of the Act for determining the market value of the disposition. This clause states "as declared by a resolution of the local government on the basis of a valuation carried out more than 6 months before the proposed disposition that the local government believes to be a true indication of the value at the time of the proposed disposition."

The total lease area for the 7 hangars is 2,042.20m² as follows –

- Hangar Lot 1: 224.4m²
- Hangar Lot 2: 286.6m²
- Hangar Lot 3: 400m²
- Hangar Lot 4: 240.5m²
- Hangar Lot 6: 307.4m²
- Hangar Lot 7: 268.3m²
- Hangar Lot 8: 315m²

The Shire last obtained an independent valuation for land at the Esperance Airport in February 2019, which provided a rental rate of \$6.94/m² inc GST.

The rental rate charged for hangar lot leases in 2024/25 was \$7.14/m² inc GST, and it is recommended that CPI be applied to this rate, increasing the current rental rate to \$7.35/m² inc GST.

Annual rent for 2025/2026 would be \$15,010.17 in GST using this proposed rental rate.

Consultation

Scott Mackie and Darren Rogers
Airport Operations Coordinator
Manager Economic Development

Financial Implications

Lease Preparation Fee \$635 inc GST
Annual Lease Fee \$15,010.17 inc GST
Advertising Fee \$185 inc GST

Asset Management Implications

Nil – land only arrangement where Lessees are responsible for all repairs and maintenance of the hangar buildings.

Statutory Implications

Local Government Act 1995 – s.3.58 Disposing of property

Policy Implications

Building and property agreements policy

Strategic Implications

Council Plan 2022 – 2032

Growth And Prosperity

Support initiatives that enhance development to increase primary industries

Environmental Considerations

N/A

Attachments

A¹. Response - Lease Intention - Hangar Lots 1, 2, 3, 4, 6, 7 and 8

Officer's Recommendation

That Council enters into a lease with Scott Mackie and Darren Rogers for Esperance Airport Hangar Lots 1, 2, 3, 4, 6, 7 and 8, part of Lot 15 Coolgardie-Esperance Highway, Gibson, subject to:

1. Lease term being 20 years;
2. Annual lease fee of \$15,010.17 inc GST being payable, subject to annual rent reviews based on CPI, and that Council consider this to be a true indication of the current market rental rate;
3. Lease preparation fee of \$635 inc GST being payable;
4. The disposition being advertised in accordance with s3.58 of the *Local Government Act 1995*;
5. Advertising fee of \$185 inc GST being payable; and
6. All lease terms and conditions being as per Council's standard commercial lease template.

Voting Requirement

Simple Majority

Blaise Graham

From: Scott Mackie <seaaptyltd@bigpond.com>
Sent: Thursday, 1 May 2025 10:52 AM
To: Corporate Support
Subject: Lease expiry Esperance Airport Hangars 1,2,3,4,6,7,and 8

Follow Up Flag: Follow up
Flag Status: Completed

Categories: Blaise

[Caution: External Email] This email was sent from outside the organisation - be cautious, particularly with links and attachments.

Hi Sarah,

Thanks for the letter regarding our lease expiry.

Yes we would like to enter into a new lease for a period of 15 -20 years if possible.

Regards,

Scott Mackie
Chief Pilot/Director
South East Air Ag

Item: 12.3.3

Financial Services Report - June 2025

| | | |
|---------------------|-----------------|---|
| Author/s | Sarah Bridge | Corporate Accountant |
| Authoriser/s | Felicity Baxter | Director Corporate and Community Services |

File Ref: D25/14851

Executive Summary

To present to Council the Monthly Financial Report for the period ending 31 May 2025.

Strategic Implications

Council Plan 2022 – 2032

Leadership

A financially sustainable and supportive organisation achieving operational excellence

Attachments

A¹. Monthly Financial Report May 2025

Officer's Recommendation

That Council receive the attached report entitled Monthly Financial Report for the month of May 2025.

| | |
|---------------------------|-----------------|
| Voting Requirement | Simple Majority |
|---------------------------|-----------------|



SHIRE OF ESPERANCE

MONTHLY FINANCIAL MANAGEMENT REPORTS

(Incorporating Statement of Financial Activity)

MAY 2025

CORPORATE & COMMUNITY SERVICES

MANAGER FINANCIAL SERVICES COMPILATION REPORT

| | |
|------------------------|--------------------------|
| MEETING DATE: | 24 JUNE 2025 |
| ACCOUNTING PERIOD: | PERIOD ENDED 31 MAY 2025 |
| MATERIALITY THRESHOLD: | \$100,000 OR 10% |

OVERVIEW

The Statement of Financial Activity shows a surplus at 31 May of \$12,643,829.

RATES COLLECTED

Rates collected at the end of May were 102.96%. Collections at the same time last year were 103.46%. The collection percentage is greater than 100% as it reflects the amount of arrears collected and pre-payments made, largely due to payment arrangements that are in place.

Ratepayers with a pension concession are being contacted to remind them that their rates payments are due by 30 June in order to receive their rebate.

The 2025/2026 Rates Early Bird Prize Draw was presented to Council in a workshop on 27 May. This is continuing to be organised ready for the new financial year, taking on the feedback received during the workshop.

2024-2025 FINANCIAL YEAR

A draft Schedule of Fees and Charges for 2025/2026 was endorsed by Council at the May OCM. This will assist in preparation of the 2025/2026 budget, to be presented to Council in late July/early August. Workshops will be held with Council over the month of June in preparation for budget adoption.

The FBT financial year ended at 31 March 2025 and the annual FBT return was lodged in May 2025.

REGIONAL EXPRESS PTY LTD

The Shire is in communication with the administrators of Regional Express Pty Ltd. A proof of debt has been lodged to the value of \$440,587.41 up to the 30th July 2024, when administration commenced.

WORKING CAPITAL

The Council is solvent and I do not consider there any other matters of liquidity that I would bring to Council's attention.

Current surplus at the end of April is \$12,643,829. The surplus is shown on the bottom of the Statement of Financial Activity and also on the Composition of Net Current Assets. It represents our ability to meet the short-term demands of our suppliers.

Unrestricted cash at bank is \$44,842,462 and this is shown on the Statement of Financial Position. Reserve balance is \$34,328,634, also shown on the Statement of Financial Position.

Sarah Bridge
Corporate Accountant

**SHIRE OF ESPERANCE
STATEMENT OF COMPREHENSIVE INCOME
FOR THE PERIOD ENDED 31 MAY 2025**

| | 2024-25 Budget | 2024-25 Budget YTD | 2024-25 Actual YTD |
|---|---------------------------|-------------------------------|-------------------------------|
| | \$ | \$ | \$ |
| Revenue | | | |
| Rates | 26,851,952 | 26,842,126 | 26,836,740 |
| Grants, subsidies and contributions | 8,989,713 | 6,401,506 | 7,343,442 |
| Fees and charges | 11,137,166 | 9,841,178 | 10,556,741 |
| Interest revenue | 1,753,500 | 1,449,840 | 2,134,150 |
| Other revenue | 2,511,842 | 2,188,856 | 1,920,832 |
| | 51,244,173 | 46,723,506 | 48,791,904 |
| Expenses | | | |
| Employee costs | (23,168,063) | (20,002,542) | (20,331,891) |
| Materials and contracts | (18,790,145) | (13,759,286) | (13,889,393) |
| Utility charges | (1,402,421) | (1,222,637) | (1,199,967) |
| Depreciation | (23,413,044) | (21,407,164) | (21,302,617) |
| Finance costs | (67,478) | (46,694) | (53,787) |
| Insurance | (788,054) | (789,285) | (788,012) |
| Other expenditure | (754,230) | (649,055) | (520,708) |
| | (68,383,435) | (57,876,663) | (58,086,375) |
| | (17,139,262) | (11,153,157) | (9,294,471) |
| Capital grants, subsidies and contributions | 19,076,314 | 2,185,954 | 14,986,352 |
| Profit on asset disposals | 120,940 | 14,854 | 819 |
| Loss on asset disposals | (51,039) | (8,399) | (201,329) |
| | 19,146,215 | 2,192,409 | 14,785,842 |
| Net result for the period | 2,006,953 | (8,960,748) | 5,491,371 |
| Other comprehensive income for the period | | | |
| <i>Items that will not be reclassified subsequently to profit or loss</i> | | | |
| Changes in asset revaluation surplus | - | - | - |
| Total other comprehensive income for the period | - | - | - |
| Total comprehensive income for the period | 2,006,953 | (8,960,748) | 5,491,371 |

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

**SHIRE OF ESPERANCE
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2025**

| | 2024-25 Budget (a) | 2024-25 Budget YTD (b) | 2024-25 Actual YTD (c) | 2024-25 Variance (c)-(b) ((c)-(b))/(b) | |
|--|--------------------------|------------------------------|------------------------------|---|--------------|
| | \$ | \$ | \$ | \$ | % |
| OPERATING ACTIVITIES | | | | | |
| Revenue from operating activities | | | | | |
| Rates | 26,851,952 | 26,842,126 | 26,836,740 | (5,386) | 0% |
| Grants, subsidies and contributions | 8,989,713 | 6,401,506 | 7,343,442 | 941,936 | 15% ◆ |
| Fees and charges | 11,137,166 | 9,841,178 | 10,556,741 | 715,563 | 7% ◆ |
| Interest revenue | 1,753,500 | 1,449,840 | 2,134,150 | 684,310 | 47% ◆ |
| Other revenue | 2,511,842 | 2,188,856 | 1,920,832 | (268,024) | -12% ◆ |
| Profit on asset disposals | 120,940 | 14,854 | 819 | (14,035) | -94% ◆ |
| | 51,365,113 | 46,738,360 | 48,792,723 | 2,054,363 | 4% |
| Expenditure from operating activities | | | | | |
| Employee costs | (23,168,063) | (20,002,542) | (20,331,891) | (329,349) | 2% ◆ |
| Materials and contracts | (18,790,145) | (13,759,286) | (13,889,393) | (130,107) | 1% ◆ |
| Utility charges | (1,402,421) | (1,222,637) | (1,199,967) | 22,670 | -2% |
| Depreciation | (23,413,044) | (21,407,164) | (21,302,617) | 104,547 | 0% ◆ |
| Finance costs | (67,478) | (46,694) | (53,787) | (7,093) | 15% ◆ |
| Insurance | (788,054) | (789,285) | (788,012) | 1,273 | 0% |
| Other expenditure | (754,230) | (649,055) | (520,708) | 128,347 | -20% ◆ |
| Loss on asset disposals | (51,039) | (8,399) | (201,329) | (192,930) | 2297% ◆ |
| | (68,434,474) | (57,885,062) | (58,287,704) | (402,642) | 1% |
| TOTAL OPERATING ACTIVITIES | (17,069,361) | (11,146,702) | (9,494,981) | 1,651,721 | -15% |
| NON-OPERATING ACTIVITIES | | | | | |
| Inflows from non-operating activities | | | | | |
| Capital grants, subsidies and contributions | 19,076,314 | 2,185,954 | 14,986,352 | 12,800,398 | 586% ◆ |
| Proceeds from disposal of assets | 1,290,500 | 800,662 | 543,367 | (257,295) | -32% ◆ |
| Proceeds - self supporting loans | 404,456 | 404,456 | 404,455 | (1) | 0% |
| Proceeds on other loans and receivables | 2,434,907 | - | - | - | |
| | 23,206,177 | 3,391,072 | 15,934,174 | 12,543,102 | 370% |
| Outflows from non-operating activities | | | | | |
| Right of use assets received - non cash | - | - | (13,978) | (13,978) | |
| Payments for land held for resale | (1,230,000) | (1,000,000) | (28,980) | 971,020 | -97% ◆ |
| Payments for property, plant and equipment | (24,275,995) | (10,815,523) | (8,521,033) | 2,294,490 | -21% ◆ |
| Payments for construction of infrastructure | (23,114,666) | (16,455,046) | (16,706,079) | (251,033) | 2% ◆ |
| Repayment of Borrowings | (461,775) | (141,457) | (141,458) | (1) | 0% |
| | (49,082,436) | (28,412,026) | (25,411,527) | 3,014,477 | -11% |
| TOTAL NON-OPERATING ACTIVITIES | (25,876,259) | (25,020,954) | (9,477,353) | 15,557,579 | -62% |
| NON CASH AMOUNTS EXCLUDED | | | | | |
| Depreciation | 23,413,044 | 21,407,164 | 21,302,617 | (104,547) | 0% |
| Loss on asset disposals | 51,039 | 8,399 | 201,329 | 192,930 | 2297% ◆ |
| Profit on asset disposals | (120,940) | (14,854) | (819) | 14,035 | -94% ◆ |
| Provisions & accruals | 279,652 | (18,058) | 75,230 | 93,288 | -517% ◆ |
| Movement of Non-Current Receivables | - | - | 6,647 | 6,647 | |
| TOTAL NON-CASH AMOUNTS EXCLUDED | 23,622,795 | 21,382,651 | 21,585,004 | - 202,353 | 1% |
| MOVEMENT IN SURPLUS OR DEFICIT | | | | | |
| Surplus at the start of the financial year | 4,219,909 | 4,219,909 | 4,219,909 | - | 0% |
| Amount attributable to operating Activities | (17,069,361) | (11,146,702) | (9,494,981) | 1,651,721 | -15% |
| Amount attributable to non-operating Activities | (25,876,259) | (25,020,954) | (9,477,353) | 15,543,601 | -62% |
| Non-cash amounts excluded | 23,622,795 | 21,382,651 | 21,585,004 | 202,353 | 1% |
| Reserve Movements | 15,037,096 | 6,255,447 | 5,811,250 | (444,197) | -7% ◆ |
| Surplus/(deficit) remaining after the imposition of general rates | (65,820) | (4,309,649) | 12,643,829 | 16,953,478 | -393% |

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

**SHIRE OF ESPERANCE
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 31 MAY 2025**

| | 2024-25 YTD | 2023-24 Actuals |
|--------------------------------------|------------------------|----------------------------|
| | \$ | \$ |
| CURRENT ASSETS | | |
| Cash & cash equivalents | 44,842,462 | 48,988,393 |
| Trade & other receivables | 5,115,672 | 2,611,360 |
| Inventories | 1,454,218 | 1,346,118 |
| TOTAL CURRENT ASSETS | 51,412,352 | 52,945,871 |
| NON-CURRENT ASSETS | | |
| Other receivables | 1,094,169 | 1,100,816 |
| Inventories | 3,305,969 | 3,305,969 |
| Property, plant & equipment | 101,602,902 | 103,807,275 |
| Infrastructure | 578,814,753 | 595,440,978 |
| TOTAL NON-CURRENT ASSETS | 684,817,793 | 703,655,038 |
| TOTAL ASSETS | 736,230,145 | 756,600,909 |
| CURRENT LIABILITIES | | |
| Trade & other payables | 777,588 | 5,416,737 |
| Borrowings | 485,938 | 471,960 |
| Provisions | 3,904,594 | 3,784,031 |
| Other current liabilities | 433,651 | - |
| TOTAL CURRENT LIABILITIES | 5,601,771 | 9,672,728 |
| NON-CURRENT LIABILITIES | | |
| Borrowings | 1,744,954 | 1,633,335 |
| Provisions | 6,634,435 | 6,634,435 |
| TOTAL NON-CURRENT LIABILITIES | 8,379,389 | 8,267,770 |
| TOTAL LIABILITIES | 13,981,160 | 17,940,498 |
| NET ASSETS | 722,248,985 | 738,660,411 |
| EQUITY | | |
| Revaluation surplus | 376,780,596 | 376,780,596 |
| Reserve accounts | 34,328,634 | 40,139,884 |
| Retained surplus | 311,139,755 | 321,739,931 |
| TOTAL EQUITY | 722,248,985 | 738,660,411 |

**SHIRE OF ESPERANCE
COMPOSITION OF NET CURRENT ASSETS
FOR THE PERIOD ENDED 31 MAY 2025**

| | 2024-25 YTD | 2023-24 Actuals |
|---|------------------------|----------------------------|
| | \$ | \$ |
| CURRENT ASSETS | | |
| Cash & cash equivalents | 44,842,462 | 48,988,393 |
| Trade & other receivables | 5,115,672 | 2,961,505 |
| Inventories | 1,454,218 | 1,346,117 |
| TOTAL CURRENT ASSETS | 51,412,352 | 53,296,015 |
| CURRENT LIABILITIES | | |
| Trade & other payables | 777,588 | 5,777,070 |
| Borrowings | 485,938 | 461,774 |
| Provisions | 3,904,594 | 3,784,029 |
| Other current liabilities | 433,651 | - |
| TOTAL CURRENT LIABILITIES | 5,601,771 | 10,022,873 |
| NET ASSETS | 45,810,581 | 43,273,142 |
| Less: Total adjustments to net current assets | (33,166,752) | (39,053,233) |
| Closing funding surplus/(deficit) | 12,643,829 | 4,219,909 |
| Current assets and liabilities excluded from budgeted deficiency | | |
| Adjustments to net current assets | | |
| Less: Reserve account | (34,328,634) | (40,139,885) |
| Less: Financial assets at amortised costs - Self Supporting Loans | (404,455) | (404,455) |
| Less: Land held for resale | (800,000) | (800,000) |
| Add: Current liabilities not expected to be cleared at end of year | | |
| -Current portion of lease liabilities | 24,164 | 10,186 |
| -Current portion of borrowings | 461,774 | 461,774 |
| -Current portion of employee benefit expense held in reserve | 1,880,399 | 1,819,147 |
| Toal adjustments to net current assets | (33,166,752) | (39,053,233) |

SHIRE OF ESPERANCE
EXPLANATION OF MATERIAL VARIANCES
FOR THE PERIOD ENDED 31 MAY 2025

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date actual materially.
The material variance adopted by Council for the 2024-25 year is \$100,000 or 10.00%.

| Description | Var. \$ | Var. % |
|---|-------------------|-----------------|
| | \$ | % |
| Revenue from operating activities | | |
| Grants, subsidies and contributions | 941,936 | 14.71% |
| Variance due to budget phasing on quarterly Financial Assistance Grant payments and quarterly DFES funding for brigades. | | Timing |
| Fees and charges | 715,563 | 7.27% |
| Waste Management fees and charges income, particularly recycling removal charges, are ahead of budget expectations year to date. This could be due to more property owners opting for the larger sized recycling bin. Swim School and Pool admissions and memberships are ahead of budget expectations, which were revised down due to the closure for repairs. Income from the overflow camp ground has been higher than budget expectations, as has income from building licenses, registrations and approvals. | | Permanent |
| Interest revenue | 684,310 | 47.20% |
| Interest earnings on reserves are higher than budget expectations due to term deposit interest rates tracking ahead of expectations. | | Permanent |
| Other revenue | (268,024) | (12.24%) |
| Still expecting final insurance payment for Esperance Indoor Stadium Flooring Repairs. Works are now finished, claim has been submitted and we are now awaiting payment. | | Timing |
| Profit on asset disposals | (14,035) | (94.49%) |
| Asset disposals for plant to be processed for assets sold via auction in May. | | Timing |
| Expenditure from operating activities | | |
| Employee costs | (329,349) | 1.65% |
| Variance due to budget phasing on some department's salary costs. Overall, we are tracking under annual budget expectations in this area. | | Timing |
| Materials and contracts | (130,107) | 0.95% |
| Various departments operating projects are tracking slightly ahead of budget scheduling, particularly roads and streets as well as Civic Centre and Sporting Complexes operations. | | Timing |
| Depreciation | 104,547 | (0.49%) |
| Plant depreciation tracking behind budget expectations. | | Timing |
| Finance costs | (7,093) | 15.19% |
| Variance due to self supporting loan interest payments. These are on track as per WATC for 2024/2025. | | Timing |
| Other expenditure | 128,347 | (19.77%) |
| Claims by community groups for Community Grants are running behind budget expectations. | | Timing |
| Loss on asset disposals | (192,930) | 2297.06% |
| Increased asset disposals following the demolition of numerous assets with small written down values. | | Permanent |
| Inflows from non-operating activities | | |
| Proceeds from capital grants, subsidies and contributions | 12,800,398 | 585.57% |
| Main Roads and Department of Infrastructure funding for capital road projects has been received ahead of budget scheduling. LRCI funding received ahead of budget expectations, with majority attributable to funding for GMS works. | | Timing |
| Proceeds from disposal of assets | (257,295) | (32.14%) |
| Sale of lots in Flinders behind budget expectations. Asset disposals for road making plant to be processed for assets sold via auction in May. | | Timing |
| Outflows from non-operating activities | | |
| Payments for land held for resale | 971,020 | (97.10%) |
| Some land developments works have been suspended for review given increased costs. | | Timing |
| Payments for property, plant and equipment | 2,294,490 | (21.21%) |
| Graham Mackenzie Stadium works have commenced in May, slightly behind budget scheduling. Construction of units were completed slightly behind schedule, with finals payments to be made. | | Timing |
| Payments for construction of infrastructure | (251,033) | 1.53% |
| Priority has been given to externally funded road projects resulting in them tracking ahead of budget scheduling. Esperance Airport Runway Upgrade Design works tracking ahead of budget scheduling. | | Timing |
| Reserve Movements | (444,197) | (7.10%) |
| Variance on interest earnings being transferred to reserves. | | Timing |



OTHER REPORTS AND GRAPHS

MAY 2025

SHIRE OF ESPERANCE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2025

1 KEY INFORMATION

Funding Surplus or Deficit Components

| Funding surplus / (deficit) | | | | |
|-----------------------------|----------------|----------------|----------------|-----------------|
| | Adopted Budget | YTD Budget (a) | YTD Actual (b) | Var. \$ (b)-(a) |
| Opening | \$4.22 M | \$4.22 M | \$4.22 M | \$0.00 M |
| Closing | (\$0.07 M) | (\$4.31 M) | \$12.64 M | \$16.95 M |

Refer to Statement of Financial Activity

| Cash and cash equivalents | | | Payables | | | Receivables | | |
|---------------------------|-----------|------------|----------------|------------|---------------|------------------|----------|---------------|
| | \$44.84 M | % of total | | (\$0.78 M) | % Outstanding | | \$5.12 M | % Collected |
| Unrestricted Cash | \$10.51 M | 23.4% | Trade Payables | (\$0.28 M) | | Rates Receivable | \$0.37 M | 103.0% |
| Restricted Cash | \$34.33 M | 76.6% | 0 to 30 Days | (\$0.28 M) | 100.0% | Trade Receivable | \$3.45 M | % Outstanding |
| | | | Over 30 Days | \$0.00 M | 0.0% | Over 30 Days | \$3.01 M | 87.1% |
| | | | Over 90 Days | \$0.00 M | 0.0% | Over 90 Days | \$0.44 M | 12.9% |

Key Operating Activities

| Amount attributable to operating | | | |
|----------------------------------|----------------|----------------|-----------------|
| Adopted Budget | YTD Budget (a) | YTD Actual (b) | Var. \$ (b)-(a) |
| (\$17.07 M) | (\$11.15 M) | (\$9.49 M) | \$1.65 M |

Refer to Statement of Financial Activity

| Rates Revenue | | | Grants and Contributions | | | Fees and Charges | | |
|---------------|-----------|------------|--------------------------|----------|------------|------------------|-----------|------------|
| YTD Actual | \$26.84 M | % Variance | YTD Actual | \$7.34 M | % Variance | YTD Actual | \$10.56 M | % Variance |
| YTD Budget | \$26.84 M | (0.0%) | YTD Budget | \$6.40 M | 14.7% | YTD Budget | \$9.84 M | 7.3% |

Refer to Statement of Financial Activity

Key Non-Operating Activities

| Amount attributable to non-operating | | | |
|--------------------------------------|----------------|----------------|-----------------|
| Adopted Budget | YTD Budget (a) | YTD Actual (b) | Var. \$ (b)-(a) |
| (\$25.88 M) | (\$25.02 M) | (\$9.48 M) | \$15.56 M |

Refer to Statement of Financial Activity

| Proceeds on sale | | | Asset Acquisition | | | Capital Grants | | |
|------------------|----------|---------|-------------------|-------------|---------|----------------|-----------|------------|
| YTD Actual | \$0.54 M | % | YTD Actual | (\$25.26 M) | % Spent | YTD Actual | \$14.99 M | % Received |
| Adopted Budget | \$0.80 M | (32.1%) | Adopted Budget | (\$28.27 M) | (10.7%) | Adopted Budget | \$2.19 M | 585.6% |

| Borrowings | | | Reserves | | | | | |
|----------------------|----------|--|------------------|------------|--|--|--|--|
| Principal repayments | \$0.14 M | | Reserves balance | \$34.33 M | | | | |
| Interest expense | \$0.05 M | | Net Movement | (\$5.81 M) | | | | |

This information is to be read in conjunction with the accompanying Financial Statements and notes.

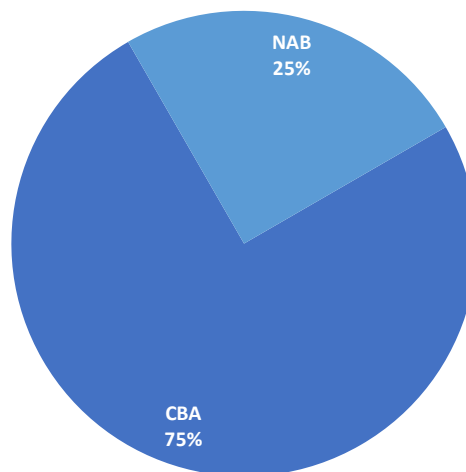
**SHIRE OF ESPERANCE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2025**

2 KEY INFORMATION - INVESTMENTS

Shire policy directs that a maximum of 80% can be held with any one institution at a time.

(a) Cash investments

Diversification of Investments



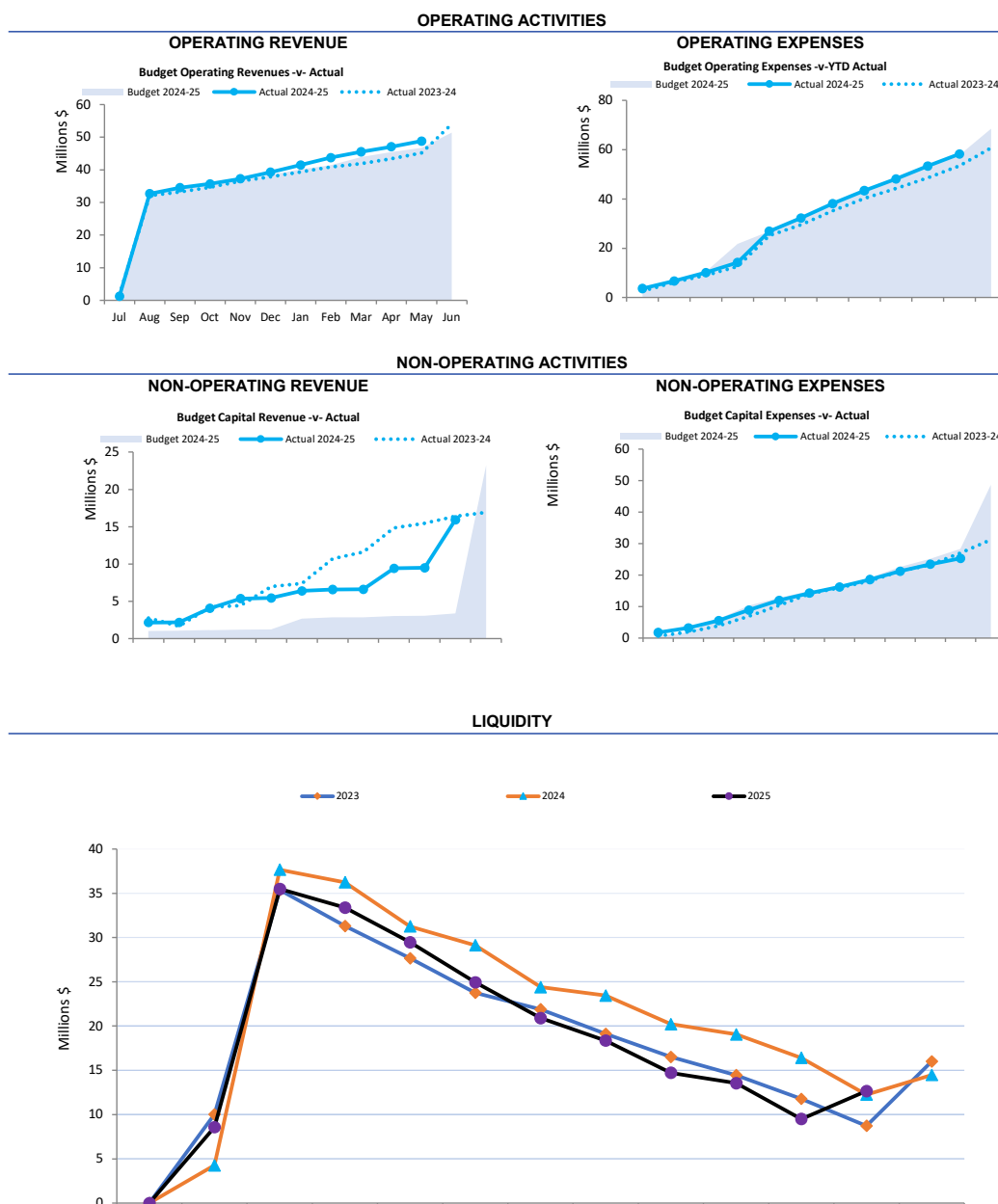
| Finance Institution | Amount | Rate | Term | Maturity | Type of Investment |
|---------------------|----------------------|-------|------|-----------|----------------------------------|
| CBA | \$ 3,000,000 | 4.63% | 120 | 16-Jun-25 | Term Deposit - Reserve |
| NAB | \$ 3,000,000 | 4.75% | 90 | 19-Jun-25 | Term Deposit - Reserve |
| NAB | \$ 4,000,000 | 4.75% | 91 | 23-Jun-25 | Term Deposit - Reserve |
| CBA | \$ 5,000,000 | 4.36% | 60 | 23-Jun-25 | Term Deposit - Reserve |
| CBA | \$ 4,000,000 | 4.36% | 60 | 23-Jun-25 | Term Deposit - Reserve |
| CBA | \$ 5,000,000 | 4.18% | 60 | 21-Jul-25 | Term Deposit - Reserve |
| CBA | \$ 5,000,000 | 4.14% | 60 | 21-Jul-25 | Term Deposit - Reserve |
| NAB | \$ 4,000,000 | 3.50% | 30 | 27-Jun-25 | Term Deposit - Muni |
| CBA | \$ 5,701,180 | 4.00% | N/A | N/A | Business Online Saver - Muni |
| CBA | \$ - | 0.25% | N/A | N/A | Cash Deposit A/C - Muni |
| CBA | \$ 5,324,257 | 4.00% | N/A | N/A | Business Online Saver - Reserves |
| CBA | \$ - | 0.25% | N/A | N/A | Cash Deposit A/C - Reserves |
| | \$ 44,025,437 | | | | |

(b) Investment Interest Earnings

| | Budget | YTD Interest |
|-----------|---------|--------------|
| Municipal | 741,011 | 707,216 |
| Reserve | 586,268 | 1,296,792 |

**SHIRE OF ESPERANCE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2025**

3 KEY INFORMATION - GRAPHICAL



Liquidity is a modified current position which consists of un-restricted cash, debtors and inventories less payables and provisions for annual leave.

A surplus is indicated by a positive figure and a deficit is indicated as a negative number.

The purpose of the graph is to trace the progressive values of the liquidity surplus(deficit) which shows on the "Statement of Financial Activity" in each month's financial report.

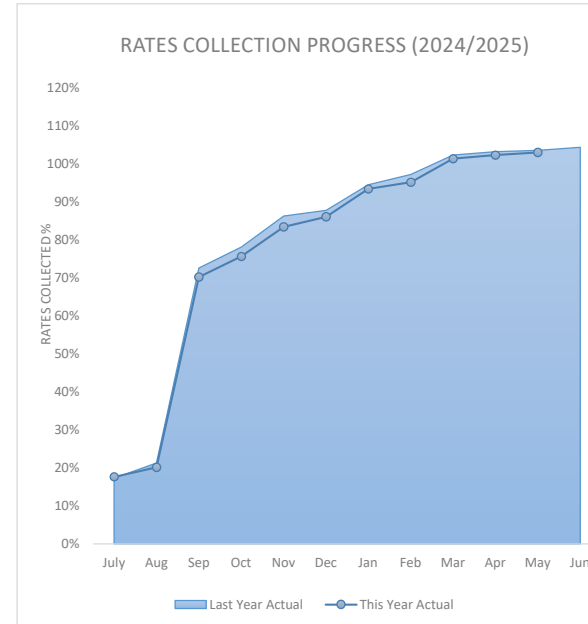
The current year to date value is graphed against the immediate past year as a comparative.

**SHIRE OF ESPERANCE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2025**

4 SUMMARY OF RATE, RUBBISH AND ESL CHARGE DEBTORS

Outstanding Rates 2024/25

| | |
|--|-------------------|
| Arrears at 1st July 2024 | 226,846 |
| Pensioner Deferred Rates at 1st July 2024 | 110,799 |
| Rates Levied | 25,619,175 |
| Waste Charges Levied | 3,889,604 |
| ESL Levied | 986,293 |
| Other Charges Levied | 99,760 |
| Total Levied 2024/2025 | 30,594,832 |
| Less Collections | (31,897,865) |
| Total Current and Arrears Outstanding | (913,272) |
| % Collected | 102.96% |
| Pensioners on Instalments | 6,957 |
| Non Pensioners on Instalments | 25,259 |
| Pensioners with Due Date 30/6/2025 | -51,852 |
| Outstanding with no Instalment Option | 288,029 |
| Prepayments | (1,199,416) |
| Interims | 17,751 |
| Total Current and Arrears Outstanding | (913,272) |



**SHIRE OF ESPERANCE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2025**

5 BUDGET AMENDMENTS

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

| Account # | Description | Council Ref | Net Change | Amended Budget Running Balance \$ |
|-----------|---|-------------|-------------|---|
| | 2024/25 Budget Estimated Surplus/(Deficit) | | | (44,458) |
| W4526 | Esperance Indoor Stadium - Floor Repair | S0824-125 | (1,280,000) | (1,324,458) |
| W4526 | Insurance Claim | S0824-125 | 1,393,000 | 68,542 |
| | Building Maintenance Reserve | S0824-125 | (113,000) | (44,458) |
| | Adjust opening surplus for 2023/2024 actual | O1124-078 | 998,863 | 954,405 |
| | Capital grants, subsidies & contributions | O1124-079 | (998,863) | (44,458) |
| | Budget Review 2024/2025 | O0325-053 | (21,362) | (65,820) |
| | Amended Budget as per Council Resolution | | | (65,820) |

**SHIRE OF ESPERANCE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2025**

6 GENERAL RECEIVABLES

| | Current \$ | 30 Days \$ | 60 Days \$ | 90 Days \$ | 90+Days \$ | Total \$ |
|---------------------|---------------|---------------|---------------|---------------|---------------|-------------|
| General Receivables | 3,007,320 | 8,632 | 2,879 | 1,441 | 444,219 | 3,464,490 |
| Percentage | 86.80% | 0.25% | 0.08% | 0.04% | 12.82% | |

90+Days Represented by:

| | |
|--------------------------------|----------------|
| Government Grants | 0 |
| Contributions & Reimbursements | 2,187 |
| Loan Repayments | 0 |
| Fees and Charges | 442,032 |
| Private Works | 0 |
| Proceeds Sale of Assets | 0 |
| | 444,219 |

Amounts shown above include GST (where applicable)

**SHIRE OF ESPERANCE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MAY 2025**

7 TRUST FUNDS

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

| Details | Balance 2023-2024 | Balance 31-May-2025 |
|--|----------------------|------------------------|
| Contributions to Public Open Space | 212,010 | |
| Shire of Esperance | | 52,002 |
| S D Staines | | 17,594 |
| Fiume Nel Terra Developments Pty Ltd | | 118,479 |
| Esplanade Investments | | 32,284 |
| Other | 1,679 | |
| Health Department of WA - CLAG Funding | | 1,124 |
| Shire of Esperance Trust Fund - CLAG Funding | | 555 |
| Shire of Esperance - Lake Monjigup Development Group | | 10,457 |
| General Bonds - Interest Bearing | 484,970 | |
| Esperance Bay Turf Club - Optus Rent of Land Turf Club | | 25,976 |
| Activ Foundation Inc - Community Fundraising | | 21,022 |
| Indoor Sports Stadium Mangement - GMS Funds | | 465,519 |
| Adventureland Management Committee Inc | | 3,475 |
| Telstra Corporation Ltd | | 11,336 |
| Elsie Cox Testamentary Trust EHC | | 222,823 |
| Totals | 698,659 | 982,648 |

Item: 12.3.4

Payment of Accounts Listing - June 2025

| | | |
|---------------------|-----------------|---|
| Author/s | Sarah Bridge | Corporate Accountant |
| Authorisor/s | Felicity Baxter | Director Corporate and Community Services |

File Ref: D25/14852

Executive Summary

To present the list of accounts paid by the Chief Executive Officer under delegated authority and the list of payments made by authorised employees using credit cards and other purchasing cards for the month 1 – 31 May 2025.

Background

Recent reviews of the *Local Government Financial Management Regulations (1996)* by Moore Australia recommends that the payments listing (*Reg 13*) and the list of payments made by authorised employees using credit cards or other purchasing cards (*Reg 13A*) to be presented to Council in a separate agenda item to the financial reports as they relate to a different part of the Financial Management Regulations.

Consultation

Moore Australia – Chartered Accountants, Auditors and Business Advisors

Financial Implications

Nil

Asset Management Implications

Nil

Statutory Implications

Local Government Financial Management Regulations (1996)

Policy Implications

Nil

Strategic Implications

Council Plan 2022 – 2032

Leadership

A financially sustainable and supportive organisation achieving operational excellence

Attachments

A₁. Payment of Accounts Listing - May 2025

B₁. Transaction Card Report - May 2025

Officer's Recommendation

That Council:

1. **Receive the list of accounts paid for the period 1 – 31 May 2025 as listed in the attachment.**
2. **Receive the list of accounts paid using credit cards and other purchasing cards for the period 1 – 31 May 2025 as listed in the attachment.**

Voting Requirement

Simple Majority

SHIRE OF ESPERANCE
THE ACCOUNTS REFERRED TO IN THE SCHEDULE AND SUMMARISED BELOW HAVE BEEN PAID
FOR THE PERIOD ENDING 31 MAY 2025

MUNICIPAL FUND

Cheques

| | | |
|------------------|----------------|----------|
| ACTUAL PAYMENTS: | Cheques: 27775 | \$740.95 |
|------------------|----------------|----------|

EFT

| | | |
|------------------|---------------------------------|----------------|
| ACTUAL PAYMENTS: | Transaction No's: E4781 - E4793 | \$4,646,530.76 |
|------------------|---------------------------------|----------------|

Credit Cards

| | | |
|------------------|--|-------------|
| ACTUAL PAYMENTS: | Transactions: 25/04/2025 - 26/05/2025 | \$29,755.00 |
|------------------|--|-------------|

Paid under the delegated authority to the CEO

| | |
|-------------------------|-----------------------|
| MUNICIPAL TOTAL: | \$4,677,026.71 |
|-------------------------|-----------------------|

Estimated % local payments (including credit cards)

| | |
|-----------------------|---------------|
| \$2,418,958.21 | 51.72% |
|-----------------------|---------------|

TRUST FUND

Cheques

| | | |
|------------------|-------------|--------|
| ACTUAL PAYMENTS: | Cheques : - | \$0.00 |
|------------------|-------------|--------|

EFT

| | | |
|------------------|-------------------|--------|
| ACTUAL PAYMENTS: | Transaction No's: | \$0.00 |
|------------------|-------------------|--------|

| | |
|---------------------|---------------|
| TRUST TOTAL: | \$0.00 |
|---------------------|---------------|

| | |
|---------------|-----------------------|
| TOTAL: | \$4,677,026.71 |
|---------------|-----------------------|

Shire of Esperance

List of accounts due by Council submitted to the Ordinary Council Meeting held on 24 June 2025 for confirmation in respect to accounts already paid.

Tran Amount

Municipal Fund - Cheque Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|---|------------|----------|---------------------------------|--|------------------|
| C27775 | 29/05/2025 | 386 | Shire of Esperance - Petty Cash | Petty cash recoup - Library, Museum, EVC, Civic Centre & Admin | \$ 740.95 |
| Total Creditor payments made by Cheque from Municipal Fund | | | | | \$ 740.95 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|-------------------------------------|--|---------------|
| E4781 | 01/05/2025 | 1 | Australian Taxation Office | Payroll deduction | \$ 190,428.00 |
| E4781 | 01/05/2025 | 100 | Landgate | UV general revaluation | \$ 22,104.92 |
| E4781 | 01/05/2025 | 126 | Esperance Electrical Service | Electrical services | \$ 2,433.00 |
| E4781 | 01/05/2025 | 381 | Optus Communications | Mobile Internet for CCTV | \$ 59.99 |
| E4781 | 01/05/2025 | 571 | St John Ambulance Association in WA | Training & equipment | \$ 665.00 |
| E4781 | 01/05/2025 | 800 | Civica Pty Limited | Implementation of Procure to Pay - Milestone payment | \$ 24,882.00 |
| E4781 | 01/05/2025 | 1470 | Express Yourself Printing Esperance | Printing and stationery | \$ 2,090.00 |
| E4781 | 01/05/2025 | 1695 | Bay of Isles Mini-Excavators | Plant hire, septic & grease trap services | \$ 5,302.00 |
| E4781 | 01/05/2025 | 2293 | Ranlec | Electrical services | \$ 17,600.00 |
| E4781 | 01/05/2025 | 2496 | Professionals Esperance Real Estate | Rent | \$ 4,220.00 |
| E4781 | 01/05/2025 | 3227 | Esperance Fire Services | Hire & service of fire equipment | \$ 678.25 |
| E4781 | 01/05/2025 | 3534 | Local Government Professionals | Training & education | \$ 200.00 |
| E4781 | 01/05/2025 | 3545 | ASB Marketing Pty Ltd | Promotional gear | \$ 1,397.00 |
| E4781 | 01/05/2025 | 3835 | WA Local Government Association | Training & education | \$ 1,199.00 |
| E4781 | 01/05/2025 | 3889 | S J & H P O'Brien | Plumbing & gas fitting services | \$ 2,021.53 |
| E4781 | 01/05/2025 | 4148 | Bay of Isles Community Outreach Inc | Confidential shredding services | \$ 228.00 |
| E4781 | 01/05/2025 | 4404 | Wren Oil | Oil waste disposal | \$ 143.00 |
| E4781 | 01/05/2025 | 4699 | Esperance Care Services Inc | Rags | \$ 75.00 |
| E4781 | 01/05/2025 | 4947 | Toll Ipec Pty Ltd | Freight charges | \$ 153.07 |
| E4781 | 01/05/2025 | 4989 | Woolworths Group Limited* | Consumables & supplies | \$ 639.66 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|-------------------------------------|---|--------------|
| E4781 | 01/05/2025 | 5042 | Officeworks Business Direct | Stationery & office supplies | \$ 392.14 |
| E4781 | 01/05/2025 | 5371 | WA Naturally Publications | Calendars for resale - EVC | \$ 152.63 |
| E4781 | 01/05/2025 | 5604 | Esperance Milk Supply | Milk supplies | \$ 35.22 |
| E4781 | 01/05/2025 | 5622 | Subway Esperance | Catering | \$ 71.50 |
| E4781 | 01/05/2025 | 5767 | Seek Limited | Advertising positions vacant | \$ 693.00 |
| E4781 | 01/05/2025 | 5796 | Pink Lake IGA | Consumables & supplies | \$ 141.67 |
| E4781 | 01/05/2025 | 6014 | Esperance Tree Lopping | Pruning & removal of trees & stumps | \$ 31,955.00 |
| E4781 | 01/05/2025 | 6164 | Data 3 Limited | Microsoft planner license | \$ 230.01 |
| E4781 | 01/05/2025 | 6179 | Bay Of Isles Furniture | Office furniture | \$ 349.00 |
| E4781 | 01/05/2025 | 6221 | PFD Food Services Pty Ltd | Consumables & supplies | \$ 245.25 |
| E4781 | 01/05/2025 | 6495 | MCM Protection Pty Ltd | Security services | \$ 1,637.35 |
| E4781 | 01/05/2025 | 7425 | Esperance Cleaning Service | Cleaning services | \$ 29,326.00 |
| E4781 | 01/05/2025 | 7438 | Independence Australia | Nursing products & supplies - EHC | \$ 1,068.65 |
| E4781 | 01/05/2025 | 7465 | J & S Parsons Holdings Pty Ltd | Staff & Volunteer meals - EHC | \$ 44.40 |
| E4781 | 01/05/2025 | 7581 | T & L Ayers | Rent | \$ 900.00 |
| E4781 | 01/05/2025 | 7715 | TD Contractors A/L Removal | Earthworks | \$ 11,753.22 |
| E4781 | 01/05/2025 | 7936 | LJS Mobile Engineering | Parts & repairs | \$ 4,470.50 |
| E4781 | 01/05/2025 | 8307 | Quantified Tree Risk Assessment | Annual subscription | \$ 288.75 |
| E4781 | 01/05/2025 | 8317 | Titan Contracting | Mowing services & traffic control | \$ 47,212.00 |
| E4781 | 01/05/2025 | 8389 | M J Walker | Jackpot winnings - Pay 22 | \$ 150.00 |
| E4781 | 01/05/2025 | 8409 | Para Mobility | Parts for aquatic wheelchair | \$ 448.00 |
| E4781 | 01/05/2025 | 8544 | Moore Australia (WA) Pty Ltd | Training & education | \$ 2,310.00 |
| E4781 | 01/05/2025 | 8596 | Frontline Fire and Rescue Equipment | Bushfire brigade uniforms and equipment | \$ 2,072.60 |
| E4781 | 01/05/2025 | 8783 | The Trustee for Recherche Medical | Pre-employment medical assessments | \$ 150.00 |
| E4781 | 01/05/2025 | 8800 | South Regional TAFE | Training and education | \$ 1,037.10 |
| E4781 | 01/05/2025 | 8994 | Information Proficiency | Content Manager and Kapish 365 support | \$ 880.00 |
| E4781 | 01/05/2025 | 9156 | Blumar Pty Ltd | Assessment & report | \$ 11,536.86 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|--|--------------------------------------|---------------|
| E4781 | 01/05/2025 | 9163 | Esperance Combined Tyres & Mechanical | Tyres, repairs & parts | \$ 101.50 |
| E4781 | 01/05/2025 | 9236 | T Stewarts Engineering | Parts & repairs | \$ 3,840.60 |
| E4781 | 01/05/2025 | 9237 | Esperance Metaland | Parts & repairs | \$ 33.44 |
| E4781 | 01/05/2025 | 9270 | William Govans TA Bills Doors and Services | Door servicing and repairs | \$ 2,398.00 |
| E4781 | 01/05/2025 | 9362 | Lorraine Poulos & Associates Pty Ltd | Consultant services | \$ 13,190.10 |
| E4781 | 01/05/2025 | 9451 | The Choppin Block Butchers | Consumables - EHC | \$ 655.82 |
| E4781 | 01/05/2025 | 9501 | Nicholas Clark Management Pty Ltd | Performance fee - You are a Doughnut | \$ 3,025.00 |
| E4781 | 01/05/2025 | 9515 | Stabilised Pavements of Australia Pty Ltd | Plant hire | \$ 128,495.40 |
| E4781 | 01/05/2025 | 9558 | Mackenzies Electrical Service Pty Ltd | Electrical services | \$ 1,160.50 |
| E4781 | 01/05/2025 | 9638 | BTECH Electrical Services | Electrical services | \$ 1,947.00 |
| E4781 | 01/05/2025 | 9641 | Aussie Broadband Pty Ltd | Monthly internet charges | \$ 507.00 |
| E4781 | 01/05/2025 | 9892 | L M Hutcherson | Jackpot winnings - Pay 22 | \$ 150.00 |
| E4781 | 01/05/2025 | 10110 | K P McGrinder | Reimbursement | \$ 145.51 |
| E4781 | 01/05/2025 | 10192 | Esperance Gutter Cleaning | Annual gutter cleaning services | \$ 4,180.00 |
| E4781 | 01/05/2025 | 10269 | Lite N' Easy Pty Ltd | Meal preparation and delivery - EHC | \$ 1,493.75 |
| E4781 | 01/05/2025 | 10358 | Esperance Weekender | Advertising | \$ 590.00 |
| E4781 | 01/05/2025 | 10388 | S Stock | Reimbursement | \$ 98.45 |
| E4781 | 01/05/2025 | 10416 | J M Smith | Rent | \$ 600.00 |
| E4781 | 01/05/2025 | 10444 | Ausroad Manufacturing Pty Ltd | Parts & Repairs | \$ 1,289.20 |
| E4781 | 01/05/2025 | 10466 | 35 Degrees South | Survey consultants | \$ 946.00 |
| E4781 | 01/05/2025 | 10518 | Townzies Turf and Gardens | Gardening services | \$ 173.25 |
| E4781 | 01/05/2025 | 10640 | Bitutek Pty Ltd | Bitumen supply & spray | \$ 249,159.78 |
| E4781 | 01/05/2025 | 10735 | Cabcharge Pty Ltd | Taxi charges - March | \$ 273.11 |
| E4781 | 01/05/2025 | 10757 | In Motion Esperance | Pre-employment medical assessments | \$ 540.00 |
| E4781 | 01/05/2025 | 10859 | BM Electrical WA Pty Ltd (Griffs) | Electrical services | \$ 13,146.65 |
| E4781 | 01/05/2025 | 10874 | R Van Zetten (Recherche Medical) | Pre-employment medical assessments | \$ 220.00 |
| E4781 | 01/05/2025 | 10887 | Fleet Fitness | Gym parts & spares - BOILC | \$ 396.55 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|--|--------------------------------------|--------------|
| E4781 | 01/05/2025 | 10888 | Insculpo Pty Ltd T/A Sheridan's Badges | Name badge supplies | \$ 245.85 |
| E4781 | 01/05/2025 | 10931 | Safetek Solutions Pty Ltd | Parts & repairs | \$ 461.56 |
| E4781 | 01/05/2025 | 10942 | Thorp Realty Pty Ltd | Rent | \$ 1,960.00 |
| E4781 | 01/05/2025 | 10956 | MBL Food & Packaging T/A South Coast Foodservice | Consumables & supplies | \$ 2,022.15 |
| E4781 | 01/05/2025 | 10958 | Newsxpress Esperance Lottery Centre | Stationery & office supplies | \$ 191.47 |
| E4781 | 01/05/2025 | 10985 | Rebecca Staunton Physiotherapy | Physiotherapy services - EHC | \$ 1,628.00 |
| E4781 | 01/05/2025 | 11058 | Howat WA Pty Ltd T/A The Weed Terminator | Mitigation and weed control services | \$ 38,115.00 |
| E4781 | 01/05/2025 | 11110 | Esperance Outdoor Power Equipment | Parts & supplies | \$ 2,542.70 |
| E4781 | 01/05/2025 | 11191 | Bay Diversified Pty Ltd | Weed spray and control services | \$ 10,857.45 |
| E4781 | 01/05/2025 | 11257 | MAXCO Australia Pty Ltd | Lighting equipment - Civic Centre | \$ 22,702.56 |
| E4781 | 01/05/2025 | 11270 | Rise n Shine Group | Cleaning services | \$ 371.25 |
| E4781 | 01/05/2025 | 11340 | Down to Earth Esperance | Supplies & equipment | \$ 464.00 |
| E4781 | 01/05/2025 | 11431 | Southern Suspension & 4x4 Centre | Parts & repairs | \$ 1,798.00 |
| E4781 | 01/05/2025 | 11492 | Esperance Luxe Floral & Home Co | Flowers | \$ 80.00 |
| E4781 | 01/05/2025 | 11513 | Busby Investments T/A Avis & Budget | Car hire | \$ 2,434.65 |
| E4781 | 01/05/2025 | 11567 | Jemima Wallace T/A Cupcakes by Jemima | Catering | \$ 145.00 |
| E4781 | 01/05/2025 | 11611 | Blue Dog Ag Mechanical PTY LTD | Mechanical services | \$ 100.45 |
| E4781 | 01/05/2025 | 11688 | Work Metrics Pty Ltd | Monthly subscription | \$ 440.00 |
| E4781 | 01/05/2025 | 11711 | Supagas Pty Limited | Gas supply | \$ 1,876.99 |
| E4781 | 01/05/2025 | 11753 | Wayfound | Tourism signage project | \$ 12,925.00 |
| E4781 | 01/05/2025 | 11758 | Global Training Institute Pty Ltd | Training & education | \$ 2,000.00 |
| E4781 | 01/05/2025 | 11781 | Complete Asbestos Management Pty Ltd | Asbestos removal services | \$ 23,424.50 |
| E4781 | 01/05/2025 | 11786 | J B Errey | Bookeasy refund | \$ 358.00 |
| E4781 | 01/05/2025 | 11789 | Inshape Consulting | Consulting fees | \$ 3,025.00 |
| E4781 | 01/05/2025 | 11793 | R Zylberszpic Family Trust | Performance fee - RAZ Music | \$ 5,065.41 |
| E4781 | 01/05/2025 | 11794 | Proud Entertainment Group Pty Ltd | Performance fee - Balls up Bingo | \$ 4,200.58 |
| E4781 | 01/05/2025 | 11795 | J Savage | Reimbursement | \$ 25.50 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|--|--------------------------------|---------------|
| E4781 | 01/05/2025 | 11796 | E A Ratcliffe | Refund | \$ 186.00 |
| E4782 | 02/05/2025 | 1 | Australian Taxation Office | Payroll deduction | \$ 314.58 |
| E4782 | 02/05/2025 | 33 | Australian Services Union (ASU) | Payroll deduction | \$ 318.00 |
| E4782 | 02/05/2025 | 140 | Esperance Shire Staff Jackpot | Payroll deduction | \$ 600.00 |
| E4782 | 02/05/2025 | 144 | Esperance Staff Social Club | Payroll deduction | \$ 208.00 |
| E4782 | 02/05/2025 | 154 | LGRCEU | Payroll deduction | \$ 154.00 |
| E4782 | 02/05/2025 | 1963 | Child Support Agency | Payroll deduction | \$ 2,453.50 |
| E4783 | 02/05/2025 | 11743 | Cook and Galloway Engineers | New plant - Hot mix box | \$ 7,853.77 |
| E4784 | 06/05/2025 | 260 | Horizon Power | Electricity charges | \$ 1,900.71 |
| E4784 | 06/05/2025 | 290 | Telstra | Telephone charges | \$ 5,070.43 |
| E4784 | 06/05/2025 | 314 | WA Treasury Corporation | Loan repayment | \$ 5,076.88 |
| E4784 | 06/05/2025 | 2562 | Commonwealth Bank of Australia | Merchant fees | \$ 3,800.79 |
| E4784 | 06/05/2025 | 7576 | Les Mills Asia Pacific | Membership package - May 2025 | \$ 739.00 |
| E4784 | 06/05/2025 | 8117 | Foxtel Cable Television Pty Limited | Foxtel subscription - May 2025 | \$ 155.00 |
| E4784 | 06/05/2025 | 11364 | Ezidebit Pty Ltd | Ezidebit services - BOILC | \$ 771.90 |
| E4785 | 15/05/2025 | 1 | Australian Taxation Office | Payroll deduction | \$ 171,740.00 |
| E4785 | 15/05/2025 | 100 | Landgate | Title searches | \$ 2,533.79 |
| E4785 | 15/05/2025 | 126 | Esperance Electrical Service | Electrical services | \$ 4,684.00 |
| E4785 | 15/05/2025 | 184 | Best Western Hospitality Inn Esperance | Bookeasy sales - Accommodation | \$ 671.22 |
| E4785 | 15/05/2025 | 395 | BOC Gases | Cylinder & gas charges | \$ 184.32 |
| E4785 | 15/05/2025 | 505 | Esperance Plumbing Service | Plumbing services | \$ 593.00 |
| E4785 | 15/05/2025 | 571 | St John Ambulance Association in WA | Training & education | \$ 3,400.00 |
| E4785 | 15/05/2025 | 867 | Esperance Mobile Welding | Parts & supplies | \$ 3,086.60 |
| E4785 | 15/05/2025 | 881 | Esperance Chamber Of Commerce and Industry | Training & education | \$ 120.00 |
| E4785 | 15/05/2025 | 1148 | Woodlands Distributors and Agencies | Dog waste bags | \$ 2,568.72 |
| E4785 | 15/05/2025 | 1197 | Six Mile Hill Bush Fire Brigade | Reimbursement | \$ 124.99 |
| E4785 | 15/05/2025 | 1250 | Hoeys Exhaust Centre | Parts & repairs | \$ 415.00 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|---------------------------------------|---|--------------|
| E4785 | 15/05/2025 | 1271 | Department of Transport | Disclosure of Information fees | \$ 4.55 |
| E4785 | 15/05/2025 | 1315 | Gibson Soak Water Co | Bottled water | \$ 43.00 |
| E4785 | 15/05/2025 | 1400 | Bayview Motel Esperance | Bookeasy sales - Accommodation | \$ 752.50 |
| E4785 | 15/05/2025 | 1470 | Express Yourself Printing Esperance | Printing & stationery supplies | \$ 879.00 |
| E4785 | 15/05/2025 | 1695 | Bay of Isles Mini-Excavators | Plant hire | \$ 4,691.00 |
| E4785 | 15/05/2025 | 1981 | Esperance Sportspower | Leaving gift | \$ 150.00 |
| E4785 | 15/05/2025 | 2269 | Esperance Island View Apartments | Bookeasy sales - Accommodation | \$ 699.30 |
| E4785 | 15/05/2025 | 2317 | Southern Cross Austereo Pty Ltd | Radio advertising | \$ 814.00 |
| E4785 | 15/05/2025 | 2397 | Circuitwest Inc. | Performance fee - The Awesome Little Ballet | \$ 3,300.00 |
| E4785 | 15/05/2025 | 2496 | Professionals Esperance Real Estate | Rent | \$ 3,435.71 |
| E4785 | 15/05/2025 | 2822 | Returned Services League of Australia | Small community grant funding | \$ 1,645.00 |
| E4785 | 15/05/2025 | 2823 | Institute of Public Works Engineering | Subscription renewal | \$ 3,003.00 |
| E4785 | 15/05/2025 | 3125 | Condungup Tavern | Reimbursement | \$ 785.23 |
| E4785 | 15/05/2025 | 3227 | Esperance Fire Services | Hire & service of fire equipment | \$ 522.00 |
| E4785 | 15/05/2025 | 3484 | Esperance Podiatry | Podiatry services - EHC | \$ 835.00 |
| E4785 | 15/05/2025 | 3736 | Easisalary Pty Ltd | Novated lease employer payment - April 2025 | \$ 358.00 |
| E4785 | 15/05/2025 | 3752 | Securepay Pty Ltd | Monthly charge | \$ 38.39 |
| E4785 | 15/05/2025 | 3797 | LED Esperance | Electrical supplies | \$ 568.70 |
| E4785 | 15/05/2025 | 4068 | Total Asphalt And Traffic Management | Supply & delivery of asphalt & traffic management | \$ 16,542.57 |
| E4785 | 15/05/2025 | 4183 | R J & E J Oldfield | Rates refund | \$ 29.77 |
| E4785 | 15/05/2025 | 4308 | Esperance Motor Group | Parts & repairs | \$ 401.95 |
| E4785 | 15/05/2025 | 4321 | The Royal Life Saving Society (WA) | Labour, equipment & training | \$ 4,952.55 |
| E4785 | 15/05/2025 | 4553 | CFC Holdings Pty Ltd | Parts & repairs | \$ 1,774.56 |
| E4785 | 15/05/2025 | 4755 | LGIS Insurance Broking - JLT | Contract works - Insurance | \$ 26,929.50 |
| E4785 | 15/05/2025 | 4947 | Toll Ipec Pty Ltd | Freight charges | \$ 1,473.72 |
| E4785 | 15/05/2025 | 4989 | Woolworths Group Limited* | Consumables & supplies | \$ 1,177.80 |
| E4785 | 15/05/2025 | 5295 | Komatsu Australia Pty Ltd | Parts & spares | \$ 11,164.31 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|--------------------------------------|--|--------------|
| E4785 | 15/05/2025 | 5393 | Esperance Eagle View Accommodation | Bookeasy sales - Accommodation | \$ 2,236.00 |
| E4785 | 15/05/2025 | 5444 | Reece Australia Pty Ltd | Plumbing parts & supplies | \$ 958.65 |
| E4785 | 15/05/2025 | 5599 | Create And See | Ribbon for cemetery | \$ 50.00 |
| E4785 | 15/05/2025 | 5604 | Esperance Milk Supply | Milk supplies | \$ 218.03 |
| E4785 | 15/05/2025 | 5622 | Subway Esperance | Catering | \$ 196.00 |
| E4785 | 15/05/2025 | 5754 | M H Ammon | Jackpot winnings - Pay 23 | \$ 150.00 |
| E4785 | 15/05/2025 | 5796 | Pink Lake IGA | Consumables & supplies | \$ 630.95 |
| E4785 | 15/05/2025 | 5896 | Toyota Financial Services | Lease payments | \$ 443.81 |
| E4785 | 15/05/2025 | 6009 | McLeods Barristers & Solicitors | Legal advice | \$ 3,847.14 |
| E4785 | 15/05/2025 | 6024 | SeatAdvisor Pty Ltd | Ticket sales - April 25 | \$ 268.96 |
| E4785 | 15/05/2025 | 6164 | Data 3 Limited | Monthly secure cloud backup for Office 365 | \$ 360.80 |
| E4785 | 15/05/2025 | 6221 | PFD Food Services Pty Ltd | Consumables & supplies | \$ 367.25 |
| E4785 | 15/05/2025 | 6257 | Premier Artists | Ticket sales - Kasey Chambers | \$ 19,868.30 |
| E4785 | 15/05/2025 | 6495 | MCM Protection Pty Ltd | Security services | \$ 1,841.40 |
| E4785 | 15/05/2025 | 6552 | Esperance Bird and Animal Park | Bookeasy sales - Accommodation | \$ 1,444.80 |
| E4785 | 15/05/2025 | 6894 | C.R. Kennedy & Co Pty Ltd. | Parts & repairs | \$ 3,889.60 |
| E4785 | 15/05/2025 | 7250 | Esperance CWA Holiday Units | Bookeasy sales - Accommodation | \$ 5,727.60 |
| E4785 | 15/05/2025 | 7425 | Esperance Cleaning Service | Cleaning services (various locations) | \$ 46,002.00 |
| E4785 | 15/05/2025 | 7438 | Independence Australia | Nursing products & supplies - EHC | \$ 1,643.26 |
| E4785 | 15/05/2025 | 7581 | T & L Ayers | Rent | \$ 900.00 |
| E4785 | 15/05/2025 | 7797 | Wicked Welding & Fabrication Pty Ltd | Parts & repairs | \$ 1,259.50 |
| E4785 | 15/05/2025 | 7803 | Dr T W Pearn | Pre-employment medical assessments | \$ 220.00 |
| E4785 | 15/05/2025 | 7879 | Drillers Ridge Pty Ltd - 8 Taylor St | Bookeasy sales - Accommodation | \$ 1,928.00 |
| E4785 | 15/05/2025 | 8474 | South East Fire and Safety | Fire extinguisher servicing | \$ 1,156.10 |
| E4785 | 15/05/2025 | 8487 | D A Whait | Reimbursement | \$ 109.00 |
| E4785 | 15/05/2025 | 8497 | The Print Shop Bunbury | Printing & promotional material | \$ 401.50 |
| E4785 | 15/05/2025 | 8567 | Esperance Mobility Sales & Service | Mobility services & equipment | \$ 7,155.00 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|---|---------------------------------------|---------------|
| E4785 | 15/05/2025 | 8783 | The Trustee for Recherche Medical | Pre-employment medical assessments | \$ 50.00 |
| E4785 | 15/05/2025 | 8800 | South Regional Tafe | Training and education | \$ 4,022.10 |
| E4785 | 15/05/2025 | 8851 | Auspan Building Systems Pty Ltd | Refund | \$ 168.81 |
| E4785 | 15/05/2025 | 8914 | Cleanaway Pty Ltd | Rubbish & recycling collections | \$ 485.88 |
| E4785 | 15/05/2025 | 8948 | TenderLink.com | Prequalified supply panel | \$ 369.60 |
| E4785 | 15/05/2025 | 8955 | Esperance Laundry and Linen | Laundry services | \$ 58.80 |
| E4785 | 15/05/2025 | 8972 | Dunn's Cleaning Service Pty Ltd | Cleaning services | \$ 23,002.12 |
| E4785 | 15/05/2025 | 8989 | EnviroLab Services (WA) Pty Ltd | Quarterly bore monitoring services | \$ 3,473.84 |
| E4785 | 15/05/2025 | 9147 | Key Pest and Weed Control | Pest control inspections and services | \$ 2,040.50 |
| E4785 | 15/05/2025 | 9163 | Esperance Combined Tyres & Mechanical | Tyres, repairs & parts | \$ 2,595.00 |
| E4785 | 15/05/2025 | 9218 | Avantgarde Technologies Pty Ltd | Monthly Veeam cloud connect backup | \$ 8,579.56 |
| E4785 | 15/05/2025 | 9237 | Esperance Metaland | Parts & repairs | \$ 359.57 |
| E4785 | 15/05/2025 | 9270 | William Govans TA Bills Doors and Service | Door servicing and repairs | \$ 2,530.00 |
| E4785 | 15/05/2025 | 9306 | Drake-Brockman Building and | Design and construction of units | \$ 259,278.54 |
| E4785 | 15/05/2025 | 9330 | Coastal Climate Choice Pty Ltd | Air-conditioning services | \$ 2,150.00 |
| E4785 | 15/05/2025 | 9357 | Pathwest Laboratory Medicine WA | D&A confirmation screening | \$ 49.50 |
| E4785 | 15/05/2025 | 9473 | Banksia Park Farm Eggs | Consumables - EHC | \$ 237.50 |
| E4785 | 15/05/2025 | 9503 | EcoValley Honey - Winton Hughes | Consignment sales | \$ 101.20 |
| E4785 | 15/05/2025 | 9531 | Esperance Island Cruises | Bookeasy - Accommodation | \$ 1,278.00 |
| E4785 | 15/05/2025 | 9558 | Mackenzies Electrical Service Pty Ltd | Electrical services | \$ 429.25 |
| E4785 | 15/05/2025 | 9578 | Department of Mines, Industry | Building service levies - April 2025 | \$ 2,802.65 |
| E4785 | 15/05/2025 | 9639 | Avon Waste | Rubbish & recycling collections | \$ 51,585.08 |
| E4785 | 15/05/2025 | 9645 | TPG Network Pty Ltd | Monthly internet charges - EVC | \$ 130.90 |
| E4785 | 15/05/2025 | 9832 | RAC Tourism Assets Pty Ltd | Bookeasy sales - Accommodation | \$ 1,507.50 |
| E4785 | 15/05/2025 | 9838 | Blue Haven Shell Studio Accommodation | Bookeasy sales - Accommodation | \$ 430.00 |
| E4785 | 15/05/2025 | 9857 | D J Kennedy | Gardening services - EHC | \$ 214.50 |
| E4785 | 15/05/2025 | 10115 | MBIT Technologies Pty Ltd | Business SMS service - Monthly | \$ 11.00 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|--|--|--------------|
| E4785 | 15/05/2025 | 10142 | R-Group International Pty Ltd | Teams phone package - April 2025 | \$ 3,216.66 |
| E4785 | 15/05/2025 | 10147 | Kingspan Water & Energy Pty Ltd | Water tank supply and instal | \$ 42,119.00 |
| E4785 | 15/05/2025 | 10218 | D B Ambrose | Gardening services - EHC | \$ 617.50 |
| E4785 | 15/05/2025 | 10269 | Lite N' Easy Pty Ltd | Meal preparation and delivery - EHC | \$ 1,638.32 |
| E4785 | 15/05/2025 | 10320 | Fly Esperance Pty Ltd | Refund | \$ 26.40 |
| E4785 | 15/05/2025 | 10416 | J M Smith | Rent | \$ 600.00 |
| E4785 | 15/05/2025 | 10459 | Cloud Payment Group | Debt collection - Rates | \$ 378.13 |
| E4785 | 15/05/2025 | 10466 | 35 Degrees South | Survey consulting services | \$ 1,100.00 |
| E4785 | 15/05/2025 | 10518 | Townzies Turf and Gardens | Gardening services - EHC | \$ 247.50 |
| E4785 | 15/05/2025 | 10564 | WA Girl Macrame | Consignment sales | \$ 76.64 |
| E4785 | 15/05/2025 | 10649 | Bitumen Distribution Pty Ltd | Supply & delivery of bitumen | \$ 3,977.60 |
| E4785 | 15/05/2025 | 10667 | Bucci Holdings Pty Ltd - Visimax | Animal management supplies | \$ 371.89 |
| E4785 | 15/05/2025 | 10675 | Archipelago Apartments | Bookeasy sales - Accommodation | \$ 356.40 |
| E4785 | 15/05/2025 | 10735 | Cabcharge Pty Ltd | Taxi charges - April | \$ 223.66 |
| E4785 | 15/05/2025 | 10848 | Retravision Esperance – JAPMR Pty Ltd | White goods | \$ 9,160.69 |
| E4785 | 15/05/2025 | 10859 | BM Electrical WA Pty Ltd (Griffs) | Electrical services | \$ 214.50 |
| E4785 | 15/05/2025 | 10888 | Insculpo Pty Ltd T/A Sheridan's Badges | Name badge supplies | \$ 521.18 |
| E4785 | 15/05/2025 | 10942 | Thorp Realty Pty Ltd | Rent | \$ 1,960.00 |
| E4785 | 15/05/2025 | 10956 | MBL Food & Packaging T/A South Coast Foodservice | Consumables & supplies | \$ 3,343.11 |
| E4785 | 15/05/2025 | 10958 | Newsxpress Esperance Lottery Centre | Stationery & office supplies | \$ 198.00 |
| E4785 | 15/05/2025 | 10985 | Rebecca Staunton Physiotherapy | Physiotherapy services - EHC | \$ 1,479.50 |
| E4785 | 15/05/2025 | 11034 | Cloud Eleven Esperance Pty Ltd | Meals for volunteers - EHC | \$ 247.10 |
| E4785 | 15/05/2025 | 11035 | Absolute Hot Water & Gas | Plumbing services | \$ 515.95 |
| E4785 | 15/05/2025 | 11053 | David Macdermott T/A Mermaid Leather | Consignment sales | \$ 23.96 |
| E4785 | 15/05/2025 | 11167 | South East Turf Solutions | Weed spraying & control services | \$ 9,516.65 |
| E4785 | 15/05/2025 | 11176 | Tunstall Healthcare | Mobility equipment and monitoring services | \$ 58.75 |
| E4785 | 15/05/2025 | 11182 | T M McMahon | Reimbursement | \$ 265.95 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|--|------------------------------------|--------------|
| E4785 | 15/05/2025 | 11191 | Bay Diversified Pty Ltd | Weed spraying & control services | \$ 3,330.47 |
| E4785 | 15/05/2025 | 11316 | BreezeConnect | Monthly subscription | \$ 48.50 |
| E4785 | 15/05/2025 | 11342 | Dhueys Electrical Pty Ltd | Electrical services | \$ 176.00 |
| E4785 | 15/05/2025 | 11356 | Good Chat Designs | Consignment sales | \$ 367.00 |
| E4785 | 15/05/2025 | 11371 | G M Mais | Jackpot winnings - Pay 23 | \$ 150.00 |
| E4785 | 15/05/2025 | 11401 | Levi's Woodworking | Consignment sales | \$ 17.60 |
| E4785 | 15/05/2025 | 11431 | Southern Suspension & 4x4 Centre | Repairs, parts & services | \$ 956.00 |
| E4785 | 15/05/2025 | 11434 | Justin Freind TA Bel Canto Performing Arts | Performance fee - Morning Melodies | \$ 200.00 |
| E4785 | 15/05/2025 | 11439 | Kath Guest t/as Heart of the Mallee | Consignment sales | \$ 160.00 |
| E4785 | 15/05/2025 | 11492 | Esperance Luxe Floral & Home Co | Flowers | \$ 160.00 |
| E4785 | 15/05/2025 | 11513 | Busby Investments T/A Avis & Budget | Car hire | \$ 2,782.75 |
| E4785 | 15/05/2025 | 11515 | B J Dunbar | Reimbursement | \$ 199.71 |
| E4785 | 15/05/2025 | 11588 | Green Thumb Gardening Esperance | Gardening services - EHC | \$ 462.00 |
| E4785 | 15/05/2025 | 11671 | Stark Training | Training & education | \$ 3,200.00 |
| E4785 | 15/05/2025 | 11698 | Bookeasy Australia Pty Ltd | Bookeasy commission | \$ 1,369.86 |
| E4785 | 15/05/2025 | 11711 | Supagas Pty Limited | Bottle gas supply | \$ 626.85 |
| E4785 | 15/05/2025 | 11751 | Karli Rae Florisson | Consultancy services | \$ 1,500.00 |
| E4785 | 15/05/2025 | 11757 | Rapid Spray Pty Ltd | New plant - Verge spray unit | \$ 71,075.97 |
| E4785 | 15/05/2025 | 11784 | Andimaps | Advertising | \$ 1,008.00 |
| E4785 | 15/05/2025 | 11797 | Australian Piano Warehouse | Music equipment - Civic Centre | \$ 8,499.00 |
| E4785 | 15/05/2025 | 11799 | Skippers Aviation Pty Ltd | Refund | \$ 976.00 |
| E4785 | 15/05/2025 | 11800 | L K Reeves | Refund | \$ 220.86 |
| E4785 | 15/05/2025 | 11805 | L Lategan | Reimbursement | \$ 101.39 |
| E4785 | 15/05/2025 | 11806 | S A Sims | Rent | \$ 600.00 |
| E4785 | 15/05/2025 | 11807 | P Malone | Refund | \$ 134.52 |
| E4785 | 15/05/2025 | 11808 | M Morgan | Refund | \$ 7.55 |
| E4785 | 15/05/2025 | 11809 | Town of Cottesloe | LSL liability payment | \$ 41,133.02 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|-----------------------------------|--------------------------------------|---------------|
| E4785 | 15/05/2025 | 11810 | H A Greive | Reimbursement | \$ 475.91 |
| E4785 | 15/05/2025 | 11811 | C E Miller | Reimbursement | \$ 49.05 |
| E4785 | 15/05/2025 | 11812 | Terrain Minerals Ltd | Refund | \$ 732.72 |
| E4785 | 15/05/2025 | 11813 | The Wiggles Holdings Pty Limited | Ticket sales | \$ 6,446.90 |
| E4786 | 16/05/2025 | 260 | Horizon Power | Electricity charges | \$ 83,253.34 |
| E4786 | 16/05/2025 | 7580 | BP Australia Pty Ltd (6791) | Air BP refuelling | \$ 349.75 |
| E4786 | 16/05/2025 | 8784 | Sheriff's Office, Perth | Lodgement fees | \$ 172.00 |
| E4786 | 16/05/2025 | 9997 | Sandwai Pty Ltd | Software monthly admin & mobile user | \$ 2,304.23 |
| E4786 | 16/05/2025 | 11308 | Fleetcare Pty Ltd | Fleet lease - April 25 | \$ 2,580.01 |
| E4786 | 16/05/2025 | 11364 | Ezidebit Pty Ltd | Ezidebit services - BOILC | \$ 1,036.56 |
| E4787 | 21/05/2025 | 26 | Blackwoods Atkins | Parts & equipment | \$ 146.52 |
| E4787 | 21/05/2025 | 47 | B E Stearne & Co Pty Ltd | Reticulation supplies | \$ 698.42 |
| E4787 | 21/05/2025 | 63 | Bunnings Ltd* | Hardware | \$ 12,895.91 |
| E4787 | 21/05/2025 | 112 | Esperance Ag Services | Parts & equipment | \$ 3,263.42 |
| E4787 | 21/05/2025 | 136 | Powerplant Motorcycles | Equipment & repairs | \$ 3,259.45 |
| E4787 | 21/05/2025 | 281 | Bluescope Distribution Pty Ltd | Steel supplies & fabrication | \$ 276.71 |
| E4787 | 21/05/2025 | 287 | Swans Veterinary Services | Veterinary services | \$ 348.70 |
| E4787 | 21/05/2025 | 323 | Westrac Equipment Pty Ltd | Plant parts & repairs | \$ 3,654.12 |
| E4787 | 21/05/2025 | 410 | Pink Lake Butchers | Consumables | \$ 974.74 |
| E4787 | 21/05/2025 | 707 | Haslams | Protective clothing | \$ 7,130.54 |
| E4787 | 21/05/2025 | 1259 | South East Petroleum* | Fuel supplies | \$ 106,758.93 |
| E4787 | 21/05/2025 | 1291 | Sharpe Brothers Pty Ltd | Gravel supplies | \$ 2,209.25 |
| E4787 | 21/05/2025 | 1307 | Feature Paints | Paint supplies | \$ 57.05 |
| E4787 | 21/05/2025 | 1461 | Kip & Steve's Mechanical Repairs | Parts & supplies | \$ 21,651.78 |
| E4787 | 21/05/2025 | 1485 | Freight Lines Group | Freight charges | \$ 12,768.80 |
| E4787 | 21/05/2025 | 1575 | GPC Asia Pacific Pty Ltd/Repco | Automotive supplies | \$ 4,169.39 |
| E4787 | 21/05/2025 | 2122 | Iplex Pipelines Australia Pty Ltd | Pipes parts & supplies | \$ 14,065.12 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|---------------------------------------|---|---------------|
| E4787 | 21/05/2025 | 2333 | Winc Australia Pty Limited | Stationery & office supplies | \$ 1,674.32 |
| E4787 | 21/05/2025 | 2469 | Coates Hire | Plant hire | \$ 235.46 |
| E4787 | 21/05/2025 | 3366 | Bullivants Pty Ltd | Equipment & parts | \$ 1,597.20 |
| E4787 | 21/05/2025 | 3774 | Goodchild Enterprises | Battery supplies | \$ 69.30 |
| E4787 | 21/05/2025 | 3898 | Tutt Bryant Equipment | Parts & repairs | \$ 482.24 |
| E4787 | 21/05/2025 | 4210 | Farm & General EOPP | Parts & repairs | \$ 10,078.87 |
| E4787 | 21/05/2025 | 4647 | Marketforce - Omnicom | Advertising | \$ 1,534.12 |
| E4787 | 21/05/2025 | 4648 | Wurth Australia Pty Ltd | Parts & repairs | \$ 398.04 |
| E4787 | 21/05/2025 | 5215 | Public Transport Authority of WA | TransWA - Dec 2024, Feb, Mar & April 2025 | \$ 18,636.67 |
| E4787 | 21/05/2025 | 5908 | Heatley Sales Pty Ltd | Parts & repairs | \$ 84.70 |
| E4787 | 21/05/2025 | 6183 | Kleen West | Cleaning supplies | \$ 10,168.54 |
| E4787 | 21/05/2025 | 6186 | Department of Water and Environment | Annual licence renewal - Truck Wash & Liquid Waste Facility | \$ 1,289.22 |
| E4787 | 21/05/2025 | 6407 | Dell Australia Pty Limited | Computer & electronic equipment | \$ 111,780.90 |
| E4787 | 21/05/2025 | 6714 | Holcim Pty Ltd | Aggregate & kerbmix supplies | \$ 24,717.14 |
| E4787 | 21/05/2025 | 6873 | WT Hydraulics | Workshop supplies | \$ 64.35 |
| E4787 | 21/05/2025 | 6941 | MJB Industries | Pipe supplies & parts | \$ 13,369.48 |
| E4787 | 21/05/2025 | 8581 | Esperance Camping Galore | Leaving gift | \$ 150.00 |
| E4787 | 21/05/2025 | 8959 | Topsigns | Various signage | \$ 1,083.50 |
| E4787 | 21/05/2025 | 9006 | Corsign WA Pty Ltd | Various signage | \$ 7,420.60 |
| E4787 | 21/05/2025 | 9022 | AFGRI Equipment Australia Pty Ltd | Parts & repairs | \$ 1,015.98 |
| E4787 | 21/05/2025 | 9170 | ThermoAir | Air conditioning services | \$ 4,417.60 |
| E4787 | 21/05/2025 | 9210 | McIntosh & Son W.A. | Parts & spares | \$ 809.19 |
| E4787 | 21/05/2025 | 9574 | Clarke & Stokes Agriservices Pty Ltd | Parts & supplies | \$ 15,285.53 |
| E4787 | 21/05/2025 | 9657 | Super Cheap Auto Pty Ltd | Parts & repairs | \$ 149.90 |
| E4787 | 21/05/2025 | 9748 | Perth Playground and Rubber Pty Ltd | Playground supplies | \$ 55.00 |
| E4787 | 21/05/2025 | 9948 | Rotech Auto-Electrical and Mechanical | Parts, labour & servicing | \$ 8,885.25 |
| E4787 | 21/05/2025 | 10701 | Esperance Truck Pro Pty Ltd | Parts & repairs | \$ 982.63 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount | |
|------------------------|------------|----------|-------------------------------------|--------------------------|---|---------------|
| E4787 | 21/05/2025 | 10993 | Etech WA Pty Ltd T/As | Esperance Communications | Monthly printing charges & electronics supplies | \$ 9,864.21 |
| E4787 | 21/05/2025 | 11082 | South East Petroleum - BFB Accounts | | Fuel supplies | \$ 429.48 |
| E4787 | 21/05/2025 | 11160 | Sigma Telford Group | | Pool supplies | \$ 1,510.30 |
| E4787 | 21/05/2025 | 11216 | Precisionscreen Pty Ltd | | Parts & supplies | \$ 2,391.09 |
| E4787 | 21/05/2025 | 11232 | Vision Safe Pty Ltd | | Personal protective equipment | \$ 4,465.43 |
| E4787 | 21/05/2025 | 11298 | Alcolizer Technology Pty Ltd | | Calibration service | \$ 1,984.13 |
| E4787 | 21/05/2025 | 11501 | SoundBay Pty Ltd T/A Mannys Music | | Sound equipment | \$ 421.00 |
| E4787 | 21/05/2025 | 11681 | Waglass Pty Ltd | | Glass for recycling | \$ 535.04 |
| E4788 | 22/05/2025 | 1 | Australian Taxation Office | | FBT payment 2024-2025 | \$ 26,794.57 |
| E4789 | 23/05/2025 | 1 | Australian Taxation Office | | Payroll deduction | \$ 618.61 |
| E4789 | 23/05/2025 | 33 | Australian Services Union (ASU) | | Payroll deduction | \$ 371.00 |
| E4789 | 23/05/2025 | 140 | Esperance Shire Staff Jackpot | | Payroll deduction | \$ 600.00 |
| E4789 | 23/05/2025 | 144 | Esperance Staff Social Club | | Payroll deduction | \$ 208.00 |
| E4789 | 23/05/2025 | 154 | LGRCEU | | Payroll deduction | \$ 154.00 |
| E4789 | 23/05/2025 | 1963 | Child Support Agency | | Payroll deduction | \$ 2,453.50 |
| E4790 | 23/05/2025 | 260 | Horizon Power | | Electricity charges | \$ 49,346.33 |
| E4790 | 23/05/2025 | 290 | Telstra | | Telephone charges | \$ 1,155.00 |
| E4790 | 23/05/2025 | 7580 | BP Australia Pty Ltd (6791) | | Air BP refuelling | \$ 436.87 |
| E4790 | 23/05/2025 | 11364 | Ezidebit Pty Ltd | | Ezidebit services - BOILC | \$ 217.03 |
| E4791 | 26/05/2025 | 325 | Easton WJ & V | | Hire of earthmoving plant | \$ 21,806.40 |
| E4791 | 26/05/2025 | 1469 | Beachwind Enterprises Pty Ltd | | Hire of earthmoving plant | \$ 220,072.05 |
| E4791 | 26/05/2025 | 2693 | Worth Kerbing | | Kerbing services | \$ 3,084.40 |
| E4791 | 26/05/2025 | 6014 | Esperance Tree Lopping | | Pruning and removal of trees and stumps | \$ 20,680.00 |
| E4791 | 26/05/2025 | 6636 | Esperance Earthworks Pty Ltd | | Hire of earthmoving plant | \$ 297,464.75 |
| E4791 | 26/05/2025 | 7522 | Jacka Trenching and Fencing | | Traffic control | \$ 20,479.25 |
| E4791 | 26/05/2025 | 8230 | Ballantyne Earthmoving | | Hire of earthmoving plant and labour | \$ 42,785.71 |
| E4791 | 26/05/2025 | 8317 | Titan Contracting | | Mowing services & traffic control | \$ 90,820.38 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|-------------------------------------|--|---------------|
| E4791 | 26/05/2025 | 10615 | Quaintrelle (WA) Pty Ltd T/A | Hire of street sweeper | \$ 57,919.14 |
| E4791 | 26/05/2025 | 11537 | CB Traffic Solutions Pty Ltd | Traffic control | \$ 20,083.31 |
| E4791 | 26/05/2025 | 11590 | MLP Civil | Plant hire | \$ 169,775.39 |
| E4792 | 29/05/2025 | 1 | Australian Taxation Office | Payroll deduction | \$ 176,860.00 |
| E4792 | 29/05/2025 | 100 | Landgate | Title searches | \$ 178.15 |
| E4792 | 29/05/2025 | 126 | Esperance Electrical Service | Electrical services | \$ 469.00 |
| E4792 | 29/05/2025 | 187 | Ixom Operations Pty Ltd | Cylinder & gas charges | \$ 305.54 |
| E4792 | 29/05/2025 | 395 | BOC Gases | Cylinder & gas charges | \$ 169.76 |
| E4792 | 29/05/2025 | 505 | Esperance Plumbing Service | Plumbing services | \$ 2,961.65 |
| E4792 | 29/05/2025 | 571 | St John Ambulance Association in WA | Equipment, training & supplies | \$ 1,688.75 |
| E4792 | 29/05/2025 | 1197 | Six Mile Hill Bush Fire Brigade | Reimbursement | \$ 124.99 |
| E4792 | 29/05/2025 | 1323 | LGIS WA - WALGA Municipal Liability | Workers compensation adjustments | \$ 159,350.40 |
| E4792 | 29/05/2025 | 1346 | Cannon Hygiene Australia Pty Ltd | Cleaning services | \$ 4,210.91 |
| E4792 | 29/05/2025 | 1470 | Express Yourself Printing Esperance | Printing and stationery supplies | \$ 346.00 |
| E4792 | 29/05/2025 | 1910 | Records and Information Management | Renewal of annual membership | \$ 675.00 |
| E4792 | 29/05/2025 | 1981 | Esperance Sportspower | Corporate staff uniforms | \$ 1,517.92 |
| E4792 | 29/05/2025 | 2496 | Professionals Esperance Real Estate | Rent | \$ 3,382.87 |
| E4792 | 29/05/2025 | 2763 | Esperance Lock & Shoe Service | Key & lock supplies | \$ 181.50 |
| E4792 | 29/05/2025 | 2828 | Department of Fire and Emergency | Emergency Service Levy - Quarter 4 - 2024/25 | \$ 98,678.51 |
| E4792 | 29/05/2025 | 3227 | Esperance Fire Services | Fire equipment maintenance | \$ 574.00 |
| E4792 | 29/05/2025 | 3700 | Kalgoorlie-Boulder Chamber Of Comme | Advertising | \$ 105.00 |
| E4792 | 29/05/2025 | 3797 | LED Esperance | Electrical supplies | \$ 1,173.67 |
| E4792 | 29/05/2025 | 3835 | WA Local Government Association | Training & education | \$ 6,129.70 |
| E4792 | 29/05/2025 | 4308 | Esperance Motor Group | One new Toyota Hilux single cab | \$ 57,092.79 |
| E4792 | 29/05/2025 | 4311 | R M & W G Herbert | Painting services | \$ 7,238.00 |
| E4792 | 29/05/2025 | 4398 | Moby Marine | Parts & supplies | \$ 350.00 |
| E4792 | 29/05/2025 | 4404 | Wren Oil | Oil waste disposal | \$ 5,808.00 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|-------------------------------------|--|--------------|
| E4792 | 29/05/2025 | 4798 | Australia's Golden Outback | Contribution towards tourism development | \$ 39,932.20 |
| E4792 | 29/05/2025 | 4947 | Toll Ipec Pty Ltd | Freight charges | \$ 817.37 |
| E4792 | 29/05/2025 | 4989 | Woolworths Group Limited* | Consumables & supplies | \$ 1,633.72 |
| E4792 | 29/05/2025 | 5165 | Driftwood Apartments | Bookeasy sales - Accommodation | \$ 756.00 |
| E4792 | 29/05/2025 | 5295 | Komatsu Australia Pty Ltd | Parts & repairs | \$ 7,519.16 |
| E4792 | 29/05/2025 | 5444 | Reece Australia Pty Ltd | Plumbing parts & supplies | \$ 457.04 |
| E4792 | 29/05/2025 | 5509 | Esperance Equestrian Club (Inc) | Small community grant funding | \$ 2,000.00 |
| E4792 | 29/05/2025 | 5622 | Subway Esperance | Catering | \$ 193.00 |
| E4792 | 29/05/2025 | 5767 | Seek Limited | Advertising | \$ 533.50 |
| E4792 | 29/05/2025 | 5793 | Tradelink Esperance | Plumbing supplies | \$ 16.65 |
| E4792 | 29/05/2025 | 5796 | Pink Lake IGA | Consumables & supplies | \$ 486.74 |
| E4792 | 29/05/2025 | 6009 | McLeods Barristers & Solicitors | Legal advice | \$ 614.42 |
| E4792 | 29/05/2025 | 6041 | Patroni Olives | Refund | \$ 114.00 |
| E4792 | 29/05/2025 | 6164 | Data 3 Limited | Teams & Microsoft 365 subscription | \$ 1,036.04 |
| E4792 | 29/05/2025 | 6186 | Department of Water and Environment | Renewal of licence - Wylie Bay Facility | \$ 6,837.72 |
| E4792 | 29/05/2025 | 6221 | PFD Food Services Pty Ltd | Consumables & supplies | \$ 433.15 |
| E4792 | 29/05/2025 | 6286 | Arts On Tour NSW | Performance fee - Josephine Wants to Dance | \$ 13,013.00 |
| E4792 | 29/05/2025 | 6495 | MCM Protection Pty Ltd | Security services | \$ 3,025.00 |
| E4792 | 29/05/2025 | 6537 | ABCO Products Pty Ltd | Ablution supplies | \$ 809.57 |
| E4792 | 29/05/2025 | 6552 | Esperance Bird and Animal Park | Bookeasy sales - Accommodation | \$ 1,444.80 |
| E4792 | 29/05/2025 | 7043 | Connect Call Centre Services | Connect Call Centre Service - April 25 | \$ 273.02 |
| E4792 | 29/05/2025 | 7250 | Esperance CWA Holiday Units | Bookeasy sales - Accommodation | \$ 576.20 |
| E4792 | 29/05/2025 | 7285 | C M Hoffrichter | Jackpot winnings - Pay 24 | \$ 150.00 |
| E4792 | 29/05/2025 | 7438 | Independence Australia | Nursing products & supplies - EHC | \$ 845.04 |
| E4792 | 29/05/2025 | 7479 | La Cabane Retreat | Bookeasy sales - Accommodation | \$ 430.00 |
| E4792 | 29/05/2025 | 7541 | A & M Medical Services Pty Ltd | Medical equipment servicing - DFES | \$ 1,530.21 |
| E4792 | 29/05/2025 | 7581 | T & L Ayers | Rent | \$ 900.00 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|---|--|--------------|
| E4792 | 29/05/2025 | 7583 | Slimline Warehouse | Display products - Museum | \$ 2,824.27 |
| E4792 | 29/05/2025 | 7715 | TD Contractors A/L Removal | Earthworks | \$ 13,035.00 |
| E4792 | 29/05/2025 | 7744 | J C Ramsell | Reimbursement | \$ 43.74 |
| E4792 | 29/05/2025 | 7803 | Dr T W Pearn | Pre-employment medical assessments | \$ 440.00 |
| E4792 | 29/05/2025 | 7936 | LJS Mobile Engineering | Repairs & services | \$ 1,812.25 |
| E4792 | 29/05/2025 | 8024 | C A Poole | Consignment sales | \$ 88.00 |
| E4792 | 29/05/2025 | 8412 | Esperance Cycle Club | Small community grant funding | \$ 1,745.00 |
| E4792 | 29/05/2025 | 8459 | Condongup Machinery Wreckers | Parts & repairs | \$ 450.46 |
| E4792 | 29/05/2025 | 8467 | Dixon Construction | Building services refund | \$ 14,917.00 |
| E4792 | 29/05/2025 | 8474 | South East Fire and Safety | Fire extinguisher servicing | \$ 128.70 |
| E4792 | 29/05/2025 | 8497 | The Print Shop Bunbury | Advertising | \$ 138.60 |
| E4792 | 29/05/2025 | 8644 | AM Wreckers Group Pty Ltd | Towing services | \$ 220.00 |
| E4792 | 29/05/2025 | 8670 | Jetmen Mbangani Pty Ltd | Pre-employment medical assessments | \$ 220.00 |
| E4792 | 29/05/2025 | 8783 | The Trustee for Recherche Medical | Pre-employment medical assessments | \$ 200.00 |
| E4792 | 29/05/2025 | 8800 | South Regional Tafe | Training & education | \$ 74.00 |
| E4792 | 29/05/2025 | 8914 | Cleanaway Pty Ltd | Rubbish & recycling collections | \$ 6,766.38 |
| E4792 | 29/05/2025 | 8955 | Esperance Laundry and Linen | Laundry services | \$ 174.00 |
| E4792 | 29/05/2025 | 8972 | Dunn's Cleaning Service Pty Ltd | Cleaning services | \$ 1,545.00 |
| E4792 | 29/05/2025 | 8989 | EnviroLab Services (WA) Pty Ltd | Quarterly bore monitoring services | \$ 6,577.24 |
| E4792 | 29/05/2025 | 8994 | Information Proficiency | Content manager and Kapish 365 support | \$ 4,004.00 |
| E4792 | 29/05/2025 | 9028 | Terry White Chemmart Esperance | Chemist supplies - EHC | \$ 696.95 |
| E4792 | 29/05/2025 | 9056 | Bradshaws Pharmacy | Chemist supplies | \$ 19.00 |
| E4792 | 29/05/2025 | 9138 | Department of Biodiversity Conservation | National Park passes | \$ 3,600.00 |
| E4792 | 29/05/2025 | 9147 | Key Pest and Weed Control | Pest control inspections & services | \$ 7,968.95 |
| E4792 | 29/05/2025 | 9163 | Esperance Combined Tyres & Mechanical | Tyres, repairs & parts | \$ 35,571.25 |
| E4792 | 29/05/2025 | 9236 | T Stewarts Engineering | Parts & services | \$ 2,478.84 |
| E4792 | 29/05/2025 | 9237 | Esperance Metaland | Parts & services | \$ 71.00 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|--|-------------------------------------|--------------|
| E4792 | 29/05/2025 | 9270 | William Govans TA Bills Doors and Services | Door servicing & repairs | \$ 150.15 |
| E4792 | 29/05/2025 | 9330 | Coastal Climate Choice Pty Ltd | Air-conditioning services | \$ 5,016.61 |
| E4792 | 29/05/2025 | 9400 | Rapid Global Nominee Pty Ltd | Renewal of subscription | \$ 3,960.00 |
| E4792 | 29/05/2025 | 9414 | Chadwick Mobile Auto Electrics | Parts & repairs | \$ 27.50 |
| E4792 | 29/05/2025 | 9503 | EcoValley Honey - Winton Hughes | Consignment sales | \$ 170.80 |
| E4792 | 29/05/2025 | 9531 | Esperance Island Cruises | Bookeasy sales - Accommodation | \$ 1,030.50 |
| E4792 | 29/05/2025 | 9639 | Avon Waste | Rubbish & recycling collections | \$ 94,612.20 |
| E4792 | 29/05/2025 | 9802 | Yirri Grove Pty Ltd | Staff/Client meals - EHC | \$ 70.00 |
| E4792 | 29/05/2025 | 9838 | Blue Haven Shell Studio Accommodation | Bookeasy sales - Accommodation | \$ 709.50 |
| E4792 | 29/05/2025 | 10022 | Pulse Software | Annual fee renewal | \$ 12,129.32 |
| E4792 | 29/05/2025 | 10218 | D B Ambrose | Gardening services - EHC | \$ 617.50 |
| E4792 | 29/05/2025 | 10269 | Lite N' Easy Pty Ltd | Meal preparation and delivery - EHC | \$ 835.02 |
| E4792 | 29/05/2025 | 10299 | Esperance Community Singers | Performance fee - Morning Melodies | \$ 200.00 |
| E4792 | 29/05/2025 | 10320 | Fly Esperance Pty Ltd | Bookeasy - Accommodation | \$ 340.20 |
| E4792 | 29/05/2025 | 10325 | V Reck | EBA - Administration Officer | \$ 2,640.00 |
| E4792 | 29/05/2025 | 10358 | Esperance Weekender | Advertising | \$ 2,479.00 |
| E4792 | 29/05/2025 | 10389 | Total Green Recycling Pty Ltd | E-waste recycling | \$ 5,901.54 |
| E4792 | 29/05/2025 | 10416 | J M Smith | Rent | \$ 600.00 |
| E4792 | 29/05/2025 | 10419 | Australia Wide Investigations Pty Ltd | Complaints investigation services | \$ 2,200.55 |
| E4792 | 29/05/2025 | 10466 | 35 Degrees South | Survey consultant services | \$ 5,775.00 |
| E4792 | 29/05/2025 | 10518 | Townzies Turf and Gardens | Gardening services - EHC | \$ 940.50 |
| E4792 | 29/05/2025 | 10564 | WA Girl Macrame | Consignment sales | \$ 30.40 |
| E4792 | 29/05/2025 | 10733 | Reed Family Trust T/A Esperance Turf | Supply & lay turf | \$ 4,648.60 |
| E4792 | 29/05/2025 | 10848 | Retravision Esperance – JAPMR Pty Ltd | White goods & supplies | \$ 1,500.00 |
| E4792 | 29/05/2025 | 10859 | BM Electrical WA Pty Ltd (Griffs) | Electrical services | \$ 11,493.13 |
| E4792 | 29/05/2025 | 10870 | C L Zurro | Jackpot winnings - pay 24 | \$ 150.00 |
| E4792 | 29/05/2025 | 10931 | Safetek Solutions Pty Ltd | Parts & repairs | \$ 2,869.37 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|--|--------------------------------------|--------------|
| E4792 | 29/05/2025 | 10940 | BMT Commercial Australia Pty Ltd | Consulting services | \$ 4,452.80 |
| E4792 | 29/05/2025 | 10942 | Thorp Realty Pty Ltd | Rent | \$ 1,960.00 |
| E4792 | 29/05/2025 | 10956 | MBL Food & Packaging T/A South Coast Foodservice | Consumables & supplies | \$ 3,556.89 |
| E4792 | 29/05/2025 | 10958 | Newsxpress Esperance Lottery Centre | Stationery & office supplies | \$ 64.00 |
| E4792 | 29/05/2025 | 10976 | B K Guest | Reimbursement | \$ 269.07 |
| E4792 | 29/05/2025 | 10985 | Rebecca Staunton Physiotherapy | Physiotherapy services - EHC | \$ 2,024.00 |
| E4792 | 29/05/2025 | 11012 | Esperance Fresh Food Pty Ltd | Farewell gift | \$ 1,000.00 |
| E4792 | 29/05/2025 | 11053 | David Macdermott T/A Mermaid Leather | Consignment sales | \$ 12.00 |
| E4792 | 29/05/2025 | 11058 | Howat WA Pty Ltd T/A The Weed Terminator | Mitigation & weed control services | \$ 83,160.00 |
| E4792 | 29/05/2025 | 11110 | Esperance Outdoor Power Equipment | Parts & supplies | \$ 988.45 |
| E4792 | 29/05/2025 | 11115 | APLOMB Occupational Therapy | Occupational therapy services - EHC | \$ 1,737.45 |
| E4792 | 29/05/2025 | 11176 | Tunstall Healthcare | Mobility & monitoring services - EHC | \$ 31.30 |
| E4792 | 29/05/2025 | 11191 | Bay Diversified Pty Ltd | Weed spraying & control services | \$ 2,996.54 |
| E4792 | 29/05/2025 | 11244 | Motel Brothers Pty Ltd T/as The Jetty Resort | Bookeasy sales - Accommodation | \$ 202.50 |
| E4792 | 29/05/2025 | 11271 | Coldtrek Distribution | Consumables & supplies | \$ 232.15 |
| E4792 | 29/05/2025 | 11334 | Laurens Larder | Catering | \$ 681.00 |
| E4792 | 29/05/2025 | 11356 | Good Chat Designs | Consignment sales | \$ 207.00 |
| E4792 | 29/05/2025 | 11384 | CNE Ag Innovations Pty Ltd | Parts & supplies | \$ 584.13 |
| E4792 | 29/05/2025 | 11401 | Levi's Woodworking | Consignment sales | \$ 20.00 |
| E4792 | 29/05/2025 | 11415 | Demolition WA | Refund | \$ 110.00 |
| E4792 | 29/05/2025 | 11431 | Southern Suspension & 4x4 Centre | Parts & repairs | \$ 612.96 |
| E4792 | 29/05/2025 | 11439 | Kath Guest t/as Heart of the Mallee | Consignment sales | \$ 152.00 |
| E4792 | 29/05/2025 | 11518 | Mega Phones | Monthly pendant monitoring | \$ 2,202.00 |
| E4792 | 29/05/2025 | 11527 | JA Miller & KL Miller T/A Pharkarwee | Wild dog baiting services | \$ 4,400.00 |
| E4792 | 29/05/2025 | 11618 | Esperance Windscreens | Replacement screens | \$ 1,872.76 |
| E4792 | 29/05/2025 | 11688 | Work Metrics Pty Ltd | Online induction subscription | \$ 440.00 |
| E4792 | 29/05/2025 | 11711 | Supagas Pty Limited | Gas supply | \$ 412.19 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|------------------------|------------|----------|--------------------------------------|------------------------------------|--------------|
| E4792 | 29/05/2025 | 11726 | Renewable. Bio | Mulch supplies | \$ 4,500.00 |
| E4792 | 29/05/2025 | 11753 | Wayfound | Tourism signage project | \$ 12,925.00 |
| E4792 | 29/05/2025 | 11770 | Blue Haven Properties (WA) Pty Ltd | Bookeasy - Accommodation | \$ 368.94 |
| E4792 | 29/05/2025 | 11787 | Tetra Tech Coffey Pty Ltd | Engineering services | \$ 9,095.19 |
| E4792 | 29/05/2025 | 11806 | S A Sims | Rent | \$ 400.00 |
| E4792 | 29/05/2025 | 11815 | Esperance Trophies & Laser Engraving | Engraving services | \$ 263.40 |
| E4792 | 29/05/2025 | 11816 | The Pin Factory - Dynamic Gift Int | Promotional materials | \$ 2,442.00 |
| E4792 | 29/05/2025 | 11817 | P A Caccioppola | Rates refund | \$ 143.13 |
| E4792 | 29/05/2025 | 11819 | M I Webster | Reimbursement | \$ 243.90 |
| E4792 | 29/05/2025 | 11820 | R Moir | Reimbursement | \$ 287.53 |
| E4792 | 29/05/2025 | 11821 | Pumpa Building Pty Ltd | Refund | \$ 211.20 |
| E4792 | 29/05/2025 | 11822 | K E Tyson | Reimbursement | \$ 162.15 |
| E4792 | 29/05/2025 | 11823 | O M Coleman | Reimbursement | \$ 87.00 |
| E4792 | 29/05/2025 | 11824 | E M Hancock | Reimbursement | \$ 87.00 |
| E4792 | 29/05/2025 | 11827 | Main Roads Western Australia | Refund | \$ 119.00 |
| E4792 | 29/05/2025 | 11828 | N Stewart | Rates refund | \$ 2,013.83 |
| E4792 | 29/05/2025 | 11829 | Greenstone Minerals Pty Ltd | Rates refund | \$ 332.92 |
| E4792 | 29/05/2025 | 11830 | Harena Pty Ltd | Rates refund | \$ 332.91 |
| E4792 | 29/05/2025 | 11831 | K B Wehr | Rates refund | \$ 585.49 |
| E4792 | 29/05/2025 | 11832 | Jasmine Lifford | Lighting consultant - Civic Centre | \$ 3,997.46 |
| E4792 | 29/05/2025 | 11833 | Shire of Serpentine Jarrahdale | LSL liability payment | \$ 11,153.16 |
| E4792 | 29/05/2025 | 11835 | N R Petrie | Rates refund | \$ 736.61 |
| E4792 | 29/05/2025 | 11837 | Millrose Gold Mines Ltd | Rates refund | \$ 331.48 |
| E4792 | 29/05/2025 | 11838 | K S Nell | Rates refund | \$ 520.27 |
| E4793 | 30/05/2025 | 32 | Australia Post | Postage | \$ 548.21 |
| E4793 | 30/05/2025 | 260 | Horizon Power | Electricity charges | \$ 1,565.21 |
| E4793 | 30/05/2025 | 290 | Telstra | Telephone charges | \$ 1,887.00 |

Municipal Fund - EFT Payments

| EFT Ref / Cheque No | Date | Creditor | Payee | Description | Amount |
|---|------------|----------|-----------------------------|---------------------------|-----------------|
| E4793 | 30/05/2025 | 392 | Water Corporation | Water usage charges | \$ 1,689.78 |
| E4793 | 30/05/2025 | 7580 | BP Australia Pty Ltd (6791) | Air BP refuelling | \$ 635.84 |
| E4793 | 30/05/2025 | 8784 | Sheriff's Office, Perth | Lodgement fees | \$ 86.00 |
| E4793 | 30/05/2025 | 11364 | Ezidebit Pty Ltd | Ezidebit services - BOILC | \$ 333.46 |
| Total Creditor payments made by EFT from Municipal Fund | | | | | \$ 4,646,530.76 |

SHIRE OF ESPERANCE
CREDIT CARD PAYMENT LISTING

List of accounts direct debited from Council's Municipal Fund submitted to the Ordinary Council Meeting
held on 24/06/2025 for confirmation in respect to accounts already paid via credit cards.

| DATE | CREDITOR | PARTICULARS | AMOUNT |
|------------|--|--|-------------|
| 1/05/2025 | Woolworths | Office supplies | \$ 55.90 |
| 5/05/2025 | Twilio Sendgrid | Monthly BOILC point of sale subscription | \$ 143.59 |
| 10/05/2025 | Officeworks | Office supplies | \$ 105.24 |
| 13/05/2025 | Injury Prevention & Safety Awards Event | Training & education | \$ 46.63 |
| 15/05/2025 | Vend Pos | Monthly Visitors Centre point of sale subscription | \$ 199.00 |
| 19/05/2025 | Red Dot Stores | Event supplies - EVRC | \$ 13.79 |
| 19/05/2025 | Canva | Event supplies - EVRC | \$ 1.00 |
| 19/05/2025 | Express Your Self Printing | Event supplies - EVRC | \$ 5.00 |
| 22/05/2025 | Woolworths | Event supplies - EVRC | \$ 318.33 |
| 29/04/2025 | Kolor Kode | Office supplies | \$ 176.00 |
| 9/05/2025 | Netflix | Monthly subscription | \$ 18.99 |
| 10/05/2025 | Xero | Monthly subscription | \$ 70.00 |
| 13/05/2025 | Subway Esperance | Catering | \$ 124.00 |
| 13/05/2025 | Subway Esperance | Catering | \$ 124.00 |
| 20/05/2025 | Tabtimer Pty Ltd | Client supplies - EHC | \$ 1,209.95 |
| 23/04/2025 | FS.Com | IT supplies & materials | \$ 980.01 |
| 24/04/2025 | Go Daddy | Web domains renewals | \$ 95.80 |
| 30/04/2025 | Sonic Healthplus | Pre-employment medical assessments | \$ 484.00 |
| 1/05/2025 | Ezi Gofax Pty Ltd | Fax licence | \$ 29.85 |
| 1/05/2025 | Google Cloud | Cloud storage | \$ 0.19 |
| 4/05/2025 | Intuit Mailchimp | Media subscription | \$ 345.20 |
| 8/05/2025 | Starlink Internet | Remote internet monthly charges | \$ 1,502.00 |
| 9/05/2025 | Microsoft | Azure cloud storage - Esperance Coastal Safety | \$ 2.55 |
| 14/05/2025 | Jobfit Health Group | Pre-employment medical assessments | \$ 137.05 |
| 20/05/2025 | Sonic Healthplus Pty Ltd | Pre-employment medical assessments | \$ 570.90 |
| 24/05/2025 | Screenconnect | Annual licence | \$ 2,592.50 |
| 19/05/2025 | Australian Institute of Building Surveyors | Training & education | \$ 1,720.00 |
| 24/04/2025 | Jaycar Pty Ltd | Office supplies | \$ 57.95 |
| 24/04/2025 | Avery Products | Office supplies | \$ 118.52 |
| 24/04/2025 | Rex | Flights - Tafe - Perth | \$ 408.95 |
| 28/04/2025 | Woolworths | Consumables & supplies | \$ 85.75 |
| 30/04/2025 | Uber | Travel - Rates training - Perth | \$ 37.82 |
| 1/05/2025 | Rex | Flights - Planning Essentials - Perth | \$ 408.95 |
| 1/05/2025 | Rex | Flights - Coastal awards - Perth | \$ 408.95 |
| 1/05/2025 | Rex | Flights - Coastal awards - Perth | \$ 408.95 |
| 2/05/2025 | Ace Accommodation | Accommodation - Tafe - Perth | \$ 667.26 |
| 2/05/2025 | Holiday Inn West Perth | Accommodation - Rates training - Perth | \$ 418.81 |
| 2/05/2025 | Uber | Travel - Rates training - Perth | \$ 54.30 |
| 5/05/2025 | Attika Hotel | Accommodation - EP Act Training - Perth | \$ 215.83 |
| 5/05/2025 | Uber | Travel - Contract Management - Perth | \$ 26.33 |
| 5/05/2025 | Rex | Flights - Coastal awards - Perth | \$ 408.95 |
| 6/05/2025 | Uber | Travel - Contract Management - Perth | \$ 71.31 |
| 7/05/2025 | Uber | Travel - Contract Management - Perth | \$ 45.92 |
| 7/05/2025 | Holiday Inn West Perth | Accommodation - Contract Management - Perth | \$ 189.81 |
| 7/05/2025 | Holiday Inn West Perth | Accommodation - Contract Management - Perth | \$ 488.00 |
| 7/05/2025 | Karridale House | Accommodation - WHS Event - Perth | \$ 639.45 |
| 11/05/2025 | Uber | Travel - Tafe - Perth | \$ 32.95 |
| 12/05/2025 | Uber | Travel - Tafe - Perth | \$ 22.50 |
| 12/05/2025 | Holiday Inn West Perth | Accommodation - EP Act Training - Perth | \$ 1,158.12 |
| 13/05/2025 | Uber | Travel - Tafe - Perth | \$ 17.88 |
| 13/05/2025 | WA News | Subscription | \$ 96.00 |
| 13/05/2025 | Karridale House | Accommodation - WHS Event - Perth | \$ 639.45 |
| 14/05/2025 | Uber | Travel - Tafe - Perth | \$ 17.88 |
| 15/05/2025 | Uber | Travel - Tafe - Perth | \$ 22.65 |
| 16/05/2025 | Ibis Styles East Perth | Accommodation - Tafe - Perth | \$ 953.74 |
| 16/05/2025 | Uber | Travel - Tafe - Perth | \$ 40.90 |

SHIRE OF ESPERANCE
CREDIT CARD PAYMENT LISTING

List of accounts direct debited from Council's Municipal Fund submitted to the Ordinary Council Meeting held on 24/06/2025 for confirmation in respect to accounts already paid via credit cards.

| DATE | CREDITOR | PARTICULARS | AMOUNT |
|------------|---|---|-------------|
| 19/05/2025 | Uber | Travel - Project Management course - Perth | \$ 124.60 |
| 19/05/2025 | Rex | Flights - Tafe - Perth | \$ 408.95 |
| 19/05/2025 | Rex | Flights - Bushfire Forum - Perth | \$ 408.95 |
| 19/05/2025 | Novotel Perth Langley | Accommodation - FME tour - Perth | \$ 286.96 |
| 20/05/2025 | Woolworths | Kitchen consumables | \$ 6.50 |
| 20/05/2025 | Uber | Travel - Project Management course - Perth | \$ 141.39 |
| 20/05/2025 | Holiday Inn West Perth | Accommodation - Project Management course - Perth | \$ 504.96 |
| 22/05/2025 | Uber | Travel - Library conference - Perth | \$ 30.18 |
| 22/05/2025 | Newsxpress Esperance | Office supplies | \$ 30.00 |
| 22/05/2025 | Rex | Flights - Bushfire Forum - Perth | \$ 408.95 |
| 22/05/2025 | Rex | Flights - Bushfire Forum - Perth | \$ 408.95 |
| 22/05/2025 | Four Points Sheraton Perth | Accommodation - Library conference - Perth | \$ 424.11 |
| 23/05/2025 | Uber | Travel - Mayors & Presidents forum - Perth | \$ 51.45 |
| 24/05/2025 | Four Points Sheraton Perth | Accommodation - Mayors & Presidents forum - Perth | \$ 223.27 |
| 25/05/2025 | Uber | Travel - Tafe - Perth | \$ 32.60 |
| 26/05/2025 | Dept Of Health | Licence renewal - BOILC | \$ 136.00 |
| 10/05/2025 | Bunnings | Parts & supplies | \$ 42.20 |
| 14/05/2025 | Pink Lake IGA | Catering | \$ 16.05 |
| 15/05/2025 | ECTM | Parts & repairs | \$ 45.68 |
| 1/05/2025 | Lake Grace Plaza | Travel - EP Act training - Perth | \$ 17.05 |
| 1/05/2025 | Lake Grace Roadhouse | Travel - EP Act training - Perth | \$ 88.20 |
| 4/05/2025 | Sebel West Perth | Accommodation - EP Act Training - Perth | \$ 312.00 |
| 5/05/2025 | Sebel West Perth | Accommodation - EP Act Training - Perth | \$ 332.26 |
| 5/05/2025 | Ruby Collective | Travel - EP Act training - Perth | \$ 22.76 |
| 5/05/2025 | 166 Railway Parade | Travel - EP Act training - Perth | \$ 13.00 |
| 6/05/2025 | Ruby Collective | Travel - EP Act training - Perth | \$ 18.39 |
| 6/05/2025 | 166 Railway Parade | Travel - EP Act training - Perth | \$ 13.00 |
| 7/05/2025 | Ruby Collective | Travel - EP Act training - Perth | \$ 22.96 |
| 7/05/2025 | 166 Railway Parade | Travel - EP Act training - Perth | \$ 13.00 |
| 8/05/2025 | Ruby Collective | Travel - EP Act training - Perth | \$ 22.76 |
| 8/05/2025 | 166 Railway Parade | Travel - EP Act training - Perth | \$ 13.00 |
| 9/05/2025 | Alex Hotel | Travel - EP Act training - Perth | \$ 53.80 |
| 9/05/2025 | City Of Perth | Travel - EP Act training - Perth | \$ 2.78 |
| 9/05/2025 | Ruby Collective | Travel - EP Act training - Perth | \$ 20.52 |
| 9/05/2025 | 166 Railway Parade | Travel - EP Act training - Perth | \$ 13.00 |
| 10/05/2025 | Williams Woolshed | Travel - EP Act training - Perth | \$ 20.78 |
| 16/05/2025 | Department Of Primary Industries & Regional Development | Registration renewal | \$ 80.36 |
| 28/04/2025 | The Reject Shop | Event supplies - Civic Centre | \$ 19.50 |
| 28/04/2025 | Woolworths | Performance fee - Morning Melodies | \$ 450.00 |
| 1/05/2025 | Ang Parish Esperance | Kitchen supplies | \$ 23.00 |
| 1/05/2025 | Whitney Consulting | Training & education | \$ 140.00 |
| 1/05/2025 | Evolution Av | Lighting supplies | \$ 1,113.18 |
| 2/05/2025 | DMIRS East Perth | Registration renewal | \$ 40.00 |
| 5/05/2025 | Facebook | Advertising | \$ 34.00 |
| 7/05/2025 | Bunnings | Hardware & supplies | \$ 9.60 |
| 8/05/2025 | Dominos Esperance | Catering | \$ 144.24 |
| 8/05/2025 | Haslams | Staff clothing | \$ 30.00 |
| 9/05/2025 | Bunnings | Hardware & supplies | \$ 9.60 |
| 9/05/2025 | Liquor Barons Esperance | Civic Centre refreshment stock | \$ 948.99 |
| 16/05/2025 | Esperance Visitor Centre | Accommodation - Training - Esperance | \$ 534.00 |
| 16/05/2025 | The Reject Shop | Event supplies | \$ 16.00 |
| 30/04/2025 | Shire Of Esperance Licencing | New vehicle registration | \$ 31.10 |
| 5/05/2025 | Accuris | Australian Standards update | \$ 486.32 |
| 14/05/2025 | Bluetti Energy Pty | Leaving gift | \$ 1,099.00 |
| 14/05/2025 | Darrens A1 Autos Pty Ltd | Forklift inspection | \$ 193.75 |
| 14/05/2025 | Shire Of Esperance Licencing | Forklift registration | \$ 61.00 |

SHIRE OF ESPERANCE
CREDIT CARD PAYMENT LISTING

List of accounts direct debited from Council's Municipal Fund submitted to the Ordinary Council Meeting
held on 24/06/2025 for confirmation in respect to accounts already paid via credit cards.

| DATE | CREDITOR | PARTICULARS | AMOUNT |
|------------|----------------------|--|---------------------|
| 15/05/2025 | The Reject Shop | Leaving gift | \$ 19.00 |
| 23/05/2025 | Environmental Health | Wastewater system application fee | \$ 102.00 |
| 23/05/2025 | Environmental Health | Wastewater system application fee | \$ 102.00 |
| 23/05/2025 | Environmental Health | Wastewater system application fee | \$ 102.00 |
| | | Total Credit Card Purchases 25/04/2025 - 26/05/2025 | \$ 29,755.00 |

SHIRE OF ESPERANCE
PURCHASING CARDS PAYMENT LISTING

List of accounts due by Council submitted to the Ordinary Council Meeting held on 24/06/2025 for confirmation in respect to accounts already paid via purchasing cards, as summarised in Payment of Accounts Listing.

| DATE | CREDITOR | PARTICULARS | AMOUNT |
|------------|----------|---------------------|-------------|
| 30/04/2025 | Bunnings | Hardware & supplies | \$ 17.04 |
| 30/04/2025 | Bunnings | Hardware & supplies | \$ 23.18 |
| 30/04/2025 | Bunnings | Hardware & supplies | \$ 3.25 |
| 30/04/2025 | Bunnings | Hardware & supplies | \$ 109.05 |
| 30/04/2025 | Bunnings | Hardware & supplies | \$ 11.70 |
| 29/04/2025 | Bunnings | Hardware & supplies | \$ 89.57 |
| 29/04/2025 | Bunnings | Hardware & supplies | \$ 832.64 |
| 29/04/2025 | Bunnings | Hardware & supplies | \$ 9.53 |
| 29/04/2025 | Bunnings | Hardware & supplies | \$ 119.59 |
| 28/04/2025 | Bunnings | Hardware & supplies | \$ 156.68 |
| 26/04/2025 | Bunnings | Hardware & supplies | \$ 44.52 |
| 27/04/2025 | Bunnings | Hardware & supplies | \$ 69.40 |
| 24/04/2025 | Bunnings | Hardware & supplies | \$ 110.86 |
| 23/04/2025 | Bunnings | Hardware & supplies | \$ 60.81 |
| 22/04/2025 | Bunnings | Hardware & supplies | \$ 44.07 |
| 17/04/2025 | Bunnings | Hardware & supplies | \$ 124.25 |
| 16/04/2025 | Bunnings | Hardware & supplies | \$ 20.70 |
| 16/04/2025 | Bunnings | Hardware & supplies | \$ 9.99 |
| 16/04/2025 | Bunnings | Hardware & supplies | \$ 193.92 |
| 16/04/2025 | Bunnings | Hardware & supplies | \$ 36.00 |
| 16/04/2025 | Bunnings | Hardware & supplies | \$ 63.84 |
| 15/04/2025 | Bunnings | Hardware & supplies | \$ 456.00 |
| 15/04/2025 | Bunnings | Hardware & supplies | \$ 919.34 |
| 15/04/2025 | Bunnings | Hardware & supplies | \$ 52.25 |
| 15/04/2025 | Bunnings | Hardware & supplies | \$ 15.48 |
| 15/04/2025 | Bunnings | Hardware & supplies | \$ 22.11 |
| 15/04/2025 | Bunnings | Hardware & supplies | \$ 9.03 |
| 14/04/2025 | Bunnings | Hardware & supplies | \$ 20.92 |
| 14/04/2025 | Bunnings | Hardware & supplies | \$ 186.32 |
| 14/04/2025 | Bunnings | Hardware & supplies | \$ 218.50 |
| 14/04/2025 | Bunnings | Hardware & supplies | \$ 166.67 |
| 14/04/2025 | Bunnings | Hardware & supplies | \$ 24.86 |
| 14/04/2025 | Bunnings | Hardware & supplies | \$ 153.61 |
| 14/04/2025 | Bunnings | Hardware & supplies | \$ 6.38 |
| 14/04/2025 | Bunnings | Hardware & supplies | \$ 32.22 |
| 14/04/2025 | Bunnings | Hardware & supplies | \$ 54.55 |
| 14/04/2025 | Bunnings | Hardware & supplies | \$ 55.74 |
| 11/04/2025 | Bunnings | Hardware & supplies | \$ 28.88 |
| 11/04/2025 | Bunnings | Hardware & supplies | \$ 80.56 |
| 11/04/2025 | Bunnings | Hardware & supplies | \$ 58.76 |
| 10/04/2025 | Bunnings | Hardware & supplies | \$ 70.88 |
| 10/04/2025 | Bunnings | Hardware & supplies | \$ 36.00 |
| 10/04/2025 | Bunnings | Hardware & supplies | \$ 159.68 |
| 10/04/2025 | Bunnings | Hardware & supplies | \$ 25.63 |
| 09/04/2025 | Bunnings | Hardware & supplies | \$ 424.65 |
| 09/04/2025 | Bunnings | Hardware & supplies | \$ 168.64 |
| 09/04/2025 | Bunnings | Hardware & supplies | \$ 59.50 |
| 08/04/2025 | Bunnings | Hardware & supplies | \$ 648.73 |
| 08/04/2025 | Bunnings | Hardware & supplies | \$ 43.58 |
| 08/04/2025 | Bunnings | Hardware & supplies | \$ 116.13 |
| 07/04/2025 | Bunnings | Hardware & supplies | \$ 29.51 |
| 07/04/2025 | Bunnings | Hardware & supplies | \$ 1,126.91 |
| 06/04/2025 | Bunnings | Hardware & supplies | \$ 18.98 |
| 05/04/2025 | Bunnings | Hardware & supplies | \$ 12.92 |

SHIRE OF ESPERANCE
PURCHASING CARDS PAYMENT LISTING

List of accounts due by Council submitted to the Ordinary Council Meeting held on 24/06/2025 for confirmation in respect to accounts already paid via purchasing cards, as summarised in Payment of Accounts Listing.

| DATE | CREDITOR | PARTICULARS | AMOUNT |
|------------|------------|------------------------|-------------|
| 04/04/2025 | Bunnings | Hardware & supplies | \$ 664.05 |
| 03/04/2025 | Bunnings | Hardware & supplies | \$ 30.45 |
| 03/04/2025 | Bunnings | Hardware & supplies | \$ 62.28 |
| 02/04/2025 | Bunnings | Hardware & supplies | \$ 4,105.20 |
| 02/04/2025 | Bunnings | Hardware & supplies | \$ 42.88 |
| 02/04/2025 | Bunnings | Hardware & supplies | \$ 122.55 |
| 02/04/2025 | Bunnings | Hardware & supplies | \$ 7.16 |
| 01/04/2025 | Bunnings | Hardware & supplies | \$ 79.84 |
| 01/04/2025 | Bunnings | Hardware & supplies | \$ 65.14 |
| 01/04/2025 | Bunnings | Hardware & supplies | \$ 23.34 |
| 01/04/2025 | Bunnings | Hardware & supplies | \$ 38.51 |
| 16/05/2025 | Woolworths | Consumables & supplies | \$ 42.91 |
| 22/05/2025 | Woolworths | Consumables & supplies | \$ 101.22 |
| 23/05/2025 | Woolworths | Consumables & supplies | \$ 50.35 |
| 23/05/2025 | Woolworths | Consumables & supplies | \$ 95.88 |
| 12/05/2025 | Woolworths | Consumables & supplies | \$ 30.90 |
| 14/05/2025 | Woolworths | Consumables & supplies | \$ 100.89 |
| 23/05/2025 | Woolworths | Consumables & supplies | \$ 32.00 |
| 20/05/2025 | Woolworths | Consumables & supplies | \$ 57.50 |
| 09/05/2025 | Woolworths | Consumables & supplies | \$ 26.40 |
| 09/05/2025 | Woolworths | Consumables & supplies | \$ 45.00 |
| 13/05/2025 | Woolworths | Consumables & supplies | \$ 29.45 |
| 09/05/2025 | Woolworths | Consumables & supplies | \$ 65.51 |
| 16/05/2025 | Woolworths | Consumables & supplies | \$ 147.54 |
| 22/05/2025 | Woolworths | Consumables & supplies | \$ 12.00 |
| 21/05/2025 | Woolworths | Consumables & supplies | \$ 18.50 |
| 16/05/2025 | Woolworths | Consumables & supplies | \$ 29.40 |
| 20/05/2025 | Woolworths | Consumables & supplies | \$ 111.75 |
| 20/05/2025 | Woolworths | Consumables & supplies | \$ 93.99 |
| 30/04/2025 | Woolworths | Consumables & supplies | \$ 71.00 |
| 15/05/2025 | Woolworths | Consumables & supplies | \$ 47.25 |
| 16/05/2025 | Woolworths | Consumables & supplies | \$ 3.00 |
| 16/05/2025 | Woolworths | Consumables & supplies | \$ 168.15 |
| 06/05/2025 | Woolworths | Consumables & supplies | \$ 121.71 |
| 08/05/2025 | Woolworths | Consumables & supplies | \$ 25.90 |
| 07/05/2025 | Woolworths | Consumables & supplies | \$ 57.57 |
| 16/05/2025 | Woolworths | Consumables & supplies | \$ 3.00 |
| 09/05/2025 | Woolworths | Consumables & supplies | \$ 44.95 |
| 30/04/2025 | Woolworths | Consumables & supplies | \$ 187.10 |
| 09/05/2025 | Woolworths | Consumables & supplies | \$ 50.40 |
| 24/04/2025 | Woolworths | Consumables & supplies | \$ 85.50 |
| 30/04/2025 | Woolworths | Consumables & supplies | \$ 14.00 |
| 12/05/2025 | Woolworths | Consumables & supplies | \$ 47.50 |
| 08/05/2025 | Woolworths | Consumables & supplies | \$ 49.45 |
| 02/05/2025 | Woolworths | Consumables & supplies | \$ 4.35 |
| 02/05/2025 | Woolworths | Consumables & supplies | \$ 13.05 |
| 08/05/2025 | Woolworths | Consumables & supplies | \$ 241.20 |
| 05/05/2025 | Woolworths | Consumables & supplies | \$ 24.05 |
| 02/05/2025 | Woolworths | Consumables & supplies | \$ 59.95 |
| 30/04/2025 | Woolworths | Consumables & supplies | \$ 50.60 |
| 30/04/2025 | Woolworths | Consumables & supplies | \$ 17.35 |
| 06/05/2025 | Woolworths | Consumables & supplies | \$ 104.85 |
| 05/05/2025 | Woolworths | Consumables & supplies | \$ 47.50 |
| 01/05/2025 | Woolworths | Consumables & supplies | \$ 152.35 |

SHIRE OF ESPERANCE
PURCHASING CARDS PAYMENT LISTING

List of accounts due by Council submitted to the Ordinary Council Meeting held on 24/06/2025 for confirmation in respect to accounts already paid via purchasing cards, as summarised in Payment of Accounts Listing.

| DATE | CREDITOR | PARTICULARS | AMOUNT |
|------------|----------------------|---|----------------------|
| 01/05/2025 | Woolworths | Consumables & supplies | \$ 11.80 |
| 01/05/2025 | Woolworths | Consumables & supplies | \$ 16.80 |
| 24/04/2025 | Woolworths | Consumables & supplies | \$ 95.06 |
| 24/04/2025 | Woolworths | Consumables & supplies | \$ 43.74 |
| 28/04/2025 | Woolworths | Consumables & supplies | \$ 20.94 |
| 29/04/2025 | Woolworths | Consumables & supplies | \$ 62.55 |
| 17/04/2025 | Woolworths | Consumables & supplies | \$ 52.43 |
| 07/04/2025 | Woolworths | Consumables & supplies | -\$ 33.00 |
| 07/04/2025 | Woolworths | Consumables & supplies | -\$ 17.60 |
| 29/04/2025 | Woolworths | Consumables & supplies | \$ 4.35 |
| 29/04/2025 | Woolworths | Consumables & supplies | \$ 17.40 |
| 28/04/2025 | Woolworths | Consumables & supplies | \$ 31.70 |
| 24/04/2025 | Woolworths | Consumables & supplies | \$ 10.70 |
| 17/04/2025 | Woolworths | Consumables & supplies | \$ 16.35 |
| 23/04/2025 | Woolworths | Consumables & supplies | \$ 276.04 |
| 21/04/2025 | Woolworths | Consumables & supplies | \$ 17.50 |
| 17/04/2025 | Woolworths | Consumables & supplies | \$ 41.50 |
| 16/04/2025 | South East Petroleum | Fuel supplies | \$ 1,785.51 |
| 30/04/2025 | South East Petroleum | Fuel supplies | \$ 429.48 |
| 30/04/2025 | South East Petroleum | Fuel supplies | \$ 219.50 |
| 30/04/2025 | South East Petroleum | Fuel supplies | \$ 1,086.09 |
| 29/04/2025 | South East Petroleum | Fuel supplies | \$ 1,321.49 |
| 29/04/2025 | South East Petroleum | Fuel supplies | \$ 3,667.84 |
| 29/04/2025 | South East Petroleum | Fuel supplies | \$ 18,130.64 |
| 23/04/2025 | South East Petroleum | Fuel supplies | \$ 917.12 |
| 19/04/2025 | South East Petroleum | Fuel supplies | \$ 5,816.20 |
| 17/04/2025 | South East Petroleum | Fuel supplies | \$ 12,304.05 |
| 17/04/2025 | South East Petroleum | Fuel supplies | \$ 4,488.86 |
| 15/04/2025 | South East Petroleum | Fuel supplies | \$ 5,523.77 |
| 11/04/2025 | South East Petroleum | Fuel supplies | \$ 15,003.87 |
| 09/04/2025 | South East Petroleum | Fuel supplies | \$ 1,213.91 |
| 07/04/2025 | South East Petroleum | Fuel supplies | \$ 4,222.68 |
| 07/04/2025 | South East Petroleum | Fuel supplies | \$ 17,374.50 |
| 03/04/2025 | South East Petroleum | Fuel supplies | \$ 12,168.31 |
| 02/04/2025 | South East Petroleum | Fuel supplies | \$ 1,514.59 |
| | | Total Purchases by Purchasing Cards May 2025 | \$ 123,535.50 |

Item: 12.3.5

Lease Variation - Lot 2102 Twilight Beach Road West Beach

| | | |
|---------------------|------------------------------|--|
| Author/s | Blaise Graham Sarah Walsh | Governance and Corporate Support Officer Coordinator Governance & Corporate Support |
| Authorisor/s | Felicity Baxter | Director Corporate and Community Services |

File Ref: D25/15103

Applicant

Esperance-Goldfields Surf Lifesaving Club (Inc)

Location/Address

Lot 2012 Twilight Beach Road, West Beach (Reserve 41860)



Executive Summary

For Council to consider varying the lease held by Esperance-Goldfields Surf Lifesaving Club.

Recommendation in Brief

That Council approve the request to remove Clause 9.1, Clause 9.2 and Annexure 1 from the existing lease due to expire 30 September 2035.

Background

The Esperance-Goldfields Surf Lifesaving Club has been utilising the premises since approximately 1991. The current lease commenced in October 2014 and is due to expire 29 September 2035.

An initial request to obtain an Occupancy Permit for the clubrooms was made in 2014, at which time it was indicated that the building should be used for club purposes only, no public events should be held

and no gatherings of any kind should occur on the balcony. The lease includes provisions to this effect as follows –

- Item 9.1 Plans to be Submitted
Plans for the new building be submitted to Council within six (6) months of the commencement date of this lease and construction of the new building to commence within eighteen (18) months of the commencement date of this lease.
- Item 9.2 Commitment
The Lessee shall comply with and observe all covenants and obligations set out in Annexure 1 of this Lease (Commitment) and will not use the current building on the Premises otherwise than in accordance with the Commitment until and unless the Shire expressly permits otherwise.
- Annexure 1 – Commitment
The commitment listed hereunder is an essential term of the lease until such time as the current building is made compliant or a new building is built.
 - a) The Esperance-Goldfields Surf Lifesaving Club (Inc) will no longer approve any public functions at the clubrooms. The clubhouse will only be used for surf club business and have a patrol function only. Surf Lifesaving training and requalification's will still be conducted at the clubrooms;
 - b) The Esperance-Goldfields Surf Lifesaving Club (Inc) will no longer require or provide accommodation for the caretaker in this current building;
 - c) The Esperance-Goldfields Surf Lifesaving Club (Inc) will relocate the archives stored under the stairs to the room currently being used as a caretaker's room. This room will become the office;
 - d) The Esperance-Goldfields Surf Lifesaving Club (Inc) will install handrails in the stair well, and place slip resistant tape to the treads and;
 - e) The Esperance-Goldfields Surf Lifesaving Club (Inc) will submit an emergency management plan to the satisfaction of the Shire.

Following an inspection by Statewide Building Certification WA in November 2019, recommended building works have been completed to rectify the non-compliance of the building. The building works have now been finalised, with an occupancy permit being issued on 23 May 2025.

The Esperance-Goldfields Surf Lifesaving Club has now requested that Items 9.1 and 9.2 of the Schedule and Annexure 1 be removed from the lease.

Officer's Comment

The Esperance-Goldfields Surf Lifesaving Club have rectified all concerns held regarding non-compliance and achieved occupancy permit for the building.

As the Club has now met all expectations requested of them within Items 9.1 and 9.2 of the Schedule and Annexure 1 of the lease, it is recommended that the lease variation request be accepted to remove these provisions. This will allow the Club to resume full use of the site.

Consultation

Esperance-Goldfields Surf Lifesaving Club
Planning Department
Building Department

Health Department

Financial Implications

Lease variation fee \$245 inc GST

Asset Management Implications

N/A Land only lease

Statutory Implications

Local Government Act 1995 - Section 3.58 Disposing of Property

Local Government (Functions and General) Regulations 1996 – Section 30(2) Dispositions of property excluded from Act s.3.58

Land Administration Act 1997 – Section 18 Crown Land Transactions that need Minister's Approval

Policy Implications

Building and Property Agreements

Strategic Implications

Council Plan 2022 – 2032

Community Connection

A variety of accessible sport, recreation, arts and cultural activities that can be pursued by all

Environmental Considerations

Nil

Attachments

A¹. Request to Vary Lease - Esperance-Goldfields Surf Life Saving Club

Officer's Recommendation

That Council vary the lease with the Esperance-Goldfields Surf Lifesaving Club for Lot 2102 Twilight Beach Road West Beach, Reserve 41860, to remove Items 9.1 and 9.2 of the Schedule and Annexure 1, subject to –

- 1. Department of Lands' approval; and**
- 2. Lease variation fee of \$245 being payable.**

Voting Requirement

Simple Majority

Blaise Graham

From: President EGSLSC <President@egslsc.com.au>
Sent: Wednesday, 4 June 2025 3:51 PM
To: Blaise Graham
Cc: Sarah Walsh; Administration EGSLSC
Subject: Re: Lease Variance - Esperance Goldfields Surf Life Saving Club

Categories: Sarah W

[Caution: External Email] This email was sent from outside the organisation - be cautious, particularly with links and attachments.

Hi Blaise,

As the lease agreement was before my time, can you please advise best way forward....

Do we have potential to

Updating the existing lease agreement:

- Removal of the clause Item 9.1
- Removal of the clause Item 9.2
- Removal of Annexure 1

With the club's future growth in mind, what are the chances of extended the members carpark and would there be any issues on the current lease if we were to build a separate kiosk module for the serving of sausage sizzle?

I am not sure what **Vesting Order G142730** refers to in the current lease, can you provide some information on this?

Thank you for your patience,

Regards,



Kelly Buttle
President 2020/21, 2021/22, 2022/23,
2023/24 2024/25^{1 SEP}
Esperance Goldfields Surf Life Saving Club
Inc
Postal Address: PO Box 924
Esperance WA 6450
Email: president@egslsc.com.au Ph: [REDACTED]
[REDACTED]

Item: 12.3.6

Appointment of Chair and Deputy Positions on Committees

| | | |
|---------------------|-----------------|--|
| Author/s | Sarah Walsh | Coordinator Governance & Corporate Support |
| Authorisor/s | Felicity Baxter | Director Corporate and Community Services |

File Ref: D25/15108

Applicant

Internal

Location/Address

N/A

Executive Summary

For Council to consider appointing presiding members and deputy presiding members to council committees.

Recommendation in Brief

That Council appoint presiding members and deputy presiding members to council committees.

Background

Recent amendments to the *Local Government Act 1995* now require councils to appoint new committee presiding members and deputy presiding members by 1 July 2025. These appointments must be made by an absolute majority decision of the council from this point forward.

The change was introduced to assist the local government sector in removing the need for the conduct of a secret preferential ballot at a committee meeting, and to give councils the role of deciding the leadership of council committees.

Once s.87 of the *Local Government Amendment Act 2024* commences, we will be required to appoint independent persons to the roles of presiding member and deputy presiding member of the Audit, Risk and Improvement Committee.

Officer's Comment

There is currently no requirement for an independent presiding member to be appointed to an existing Audit Committee by 1 July 2025, so at this time it is recommended to re-appoint the current presiding member and deputy presiding member for each committee.

Independent persons would then be recruited for the Audit Committee presiding member positions and will be appointed following local government elections in October 2025.

The following members are recommended for the positions –

1. Audit Committee
 - Presiding Member: Cr Steve McMullen is the current presiding member
 - Deputy Presiding Member: Cr Shayne Flanagan was presiding member in March when Cr McMullen was away
2. Bush Fire Advisory Committee
 - Presiding Member: Cr Wes Graham is the current presiding member

- Deputy Presiding Member: Pres Ron Chambers is the current deputy presiding member
3. Behaviour Complaints Committee
- Presiding Member: Cr Jennifer Obourne is the current presiding member
 - Deputy Presiding Member: Cr Steve McMullen is the current deputy presiding member

Consultation

WALGA

Financial Implications

Potential financial implications for independent members of the Audit Committee in the presiding member and deputy presiding member roles to be paid if Council choose to do so in future.

Asset Management Implications

Nil

Statutory Implications

Local Government Act 1995 – s.5.12 Presiding members and deputies

Policy Implications

Nil

Strategic Implications

Council Plan 2022 – 2032

Performance - Outcome 15. Operational excellence and financial sustainability

Objective 15.1. Provide responsible, agile and innovative planning and resource management.

Environmental Considerations

Nil

Attachments

Nil

Officer's Recommendation

That Council appoint presiding members and deputy presiding members to Council Committees as follows –

| Committee | Position | Member |
|---------------------------------------|--------------------------------|----------------------------|
| Audit Committee | Presiding Member | Cr Steve McMullen |
| Audit Committee | Deputy Presiding Member | Cr Shayne Flanagan |
| Bush Fire Advisory Committee | Presiding Member | Cr Wes Graham |
| Bush Fire Advisory Committee | Deputy Presiding Member | Pres Ron Chambers |
| Behaviour Complaints Committee | Presiding Member | Cr Jennifer Obourne |
| Behaviour Complaints Committee | Deputy Presiding Member | Cr Steve McMullen |

Voting Requirement

Absolute Majority

12.4 EXECUTIVE SERVICES

Item: 12.4.1

WALGA Annual General Meeting and WA Local Government Convention 2025

| | | |
|---------------------|-----------------------|-------------------------|
| Author/s | Chantelle Hoffrichter | Executive Assistant |
| Authorisor/s | Shane Burge | Chief Executive Officer |

File Ref: D25/7834

Applicant

Executive Services

Location/Address

Internal

Executive Summary

For Council to consider nominating two (2) voting delegates for the 2025 WALGA Annual General Meeting, to be held in Perth on Tuesday 23 September 2025, as part of the 2025 Annual Local Government Convention.

Recommendation in Brief

That Council nominate two (2) Councillors as the Shire's Voting Delegates for the WALGA Annual General Meeting and request the CEO to register Councillors for the Local Government Convention 2025.

Background

The 2025 WA Local Government Convention & Trade Exhibition (Local Government Week) will be held on Monday 22 September 2025 to Wednesday 24 of September 2025, in Perth.

As per previous Local Government Weeks, WALGA will hold its Annual General Meeting, to discuss and consider local government industry issues. Each Council of WALGA has the ability to elect two (2) voting delegates to participate at the WALGA Annual General Meeting (non-voting delegates are also able and encouraged to attend).

Officer's Comment

Attendance at the annual WA Local Government Convention is open to all Councillors. Registration fees, travel and accommodation expenses will be paid by Council in advance for any Elected Member(s) choosing to attend the WA Local Government Convention.

As a member of WALGA, it is important that Council also attend WALGA's Annual General Meeting, requiring the election of voting delegates by Council.

Financial Implications

The costs associated for this conference can be accommodated within 2025/26 budget: *Members of Council Travel, Accommodation and Conference expenses*. Anticipated costs are approximately \$3,000 per delegate, comprising of registration, airfares, accommodation and meals.

Policy Implications

Council Policy EXEC-007: Elected Member Entitlements

Strategic Implications

Council Plan 2022 – 2032

Performance

Outcome 14. Community confidence and trust in Council.

Objective 14.1. Provide transparent, accountable and effective leadership.

Attachments

Nil

Officer's Recommendation

That Council:

1. **Nominate Councillors _____ and _____ as the Shire's Voting Delegates for the WALGA Annual General Meeting to be held in Perth on 23 September 2025.**
2. **Request the CEO to register Councillor/s _____ to attend the 2025 Western Australian Local Government Convention held in Perth on 22 – 24 September 2025**

Voting Requirement

Simple Majority

Item: 12.4.2

Information Bulletin - June 2025

| | | |
|---------------------|-----------------------|-------------------------|
| Author/s | Chantelle Hoffrichter | Executive Assistant |
| Authoriser/s | Shane Burge | Chief Executive Officer |

File Ref: D25/14855

Applicant

Internal

Strategic Implications

Council Plan 2022 – 2032

Performance - Outcome 15. Operational excellence and financial sustainability

Objective 15.1. Provide responsible, agile and innovative planning and resource management.

Attachments

- A₁. Information Bulletin - May 2025
- B₁. Council Priorities Summary – Corporate Performance - May 2025
- C₁. Delegations Discharge Register – Corporate Resources
- D₁. Small Grants - Community Grants Program

Officer's Recommendation

That Council accepts:

1. **Information Bulletin – May 2025**
2. **Council Priorities Summary – Corporate Performance - May 2025**
3. **Delegations Discharge Register – Corporate Resources**
4. **Small Grants – Community Grants Program**

Voting Requirement

Simple Majority



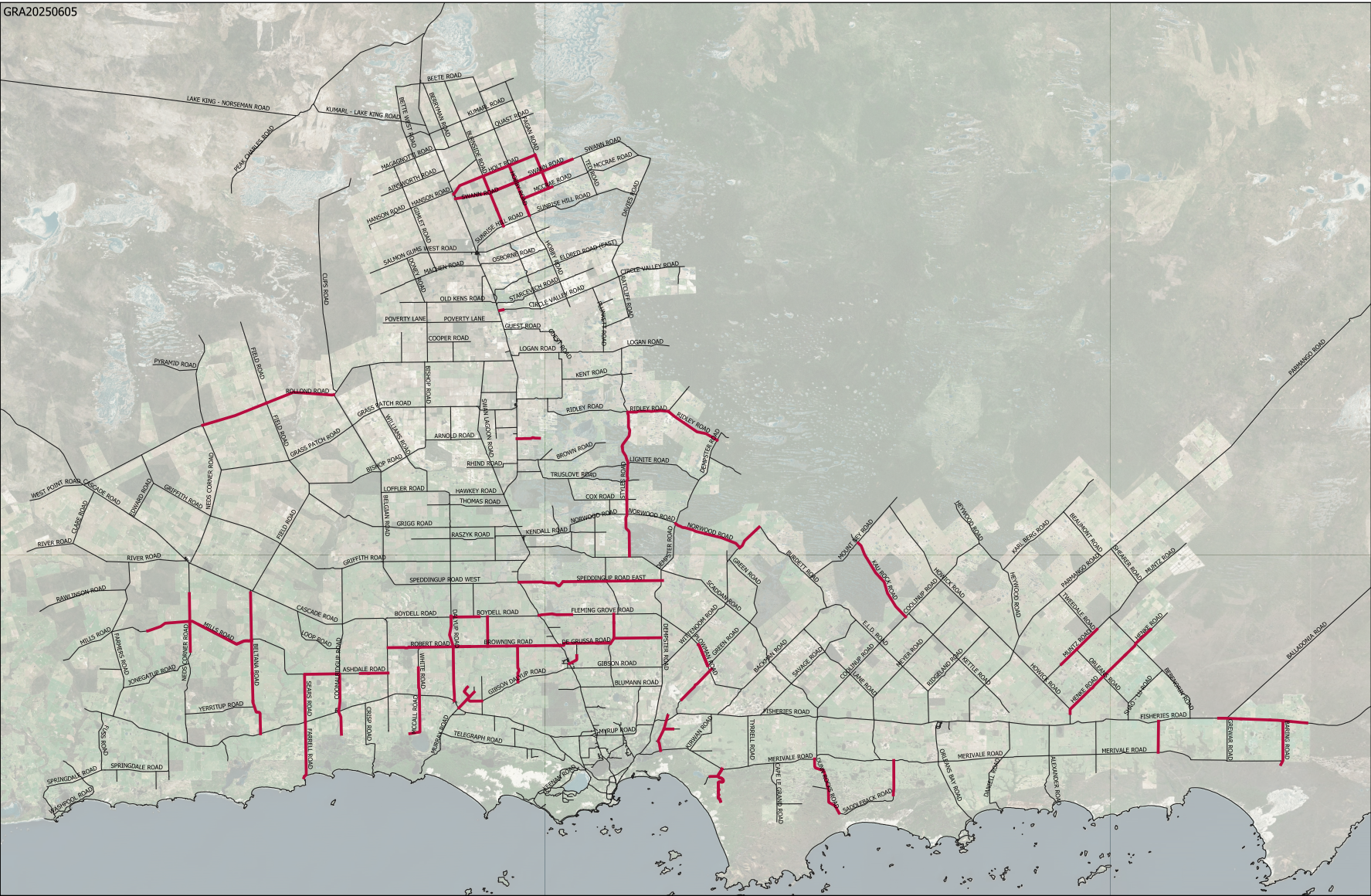
INFORMATION BULLETIN

ORDINARY COUNCIL MEETING

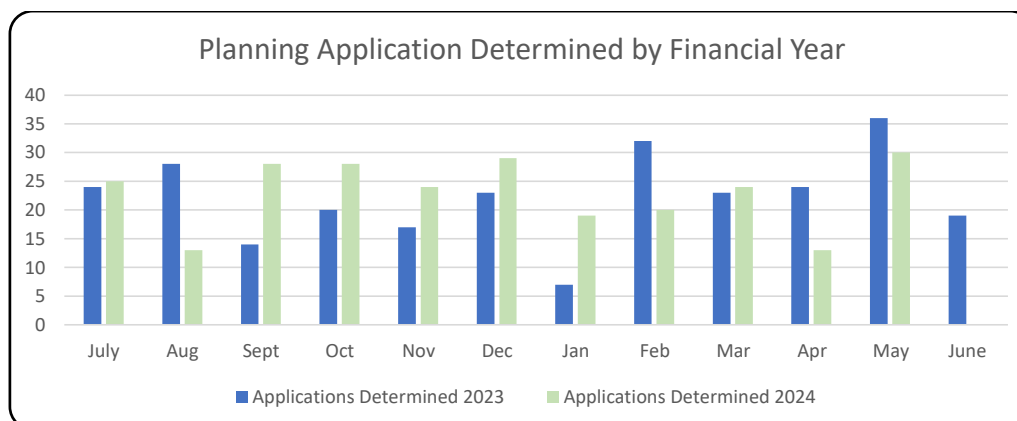
May 2025



GRA20250605



Planning Services Applications – May 2025

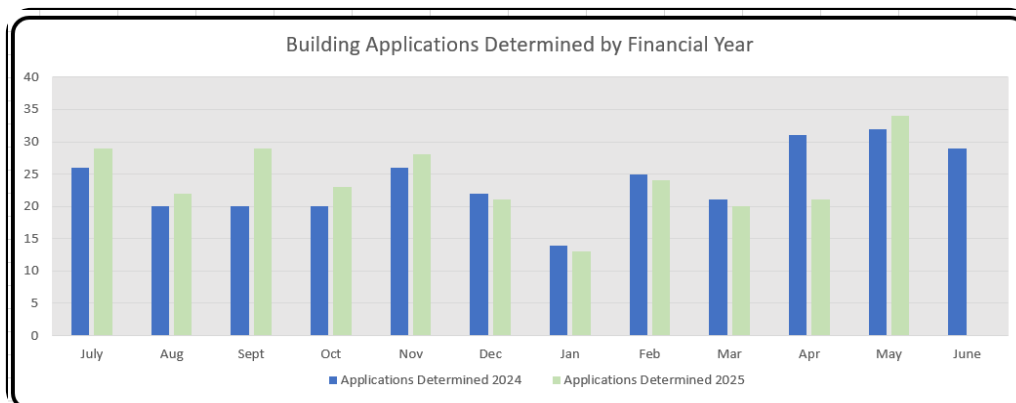


| Property | Proposal |
|-----------------------------------|------------------------------------|
| 22 Windich ST ESPERANCE | Outbuilding (Shed) |
| Lot 111 Cudgee CL MYRUP | Dwelling - Single House |
| 54 Windich ST ESPERANCE | Retaining Walls |
| 12 Crossland ST ESPERANCE | Fence |
| 144 Keenan RD MONJINGUP | Dwelling - Alterations / Additions |
| 236 Barook RD PINK LAKE | Dwelling - Alterations / Additions |
| 4617 South Coast HWY COOMALBIDGUP | Dwelling - Single House |
| 6 Matthews ST CASTLETOWN | Dwelling - Single House |
| Lot 1088 Neds Corner RD CASCADE | Outbuilding (Shed) |
| 79 Pink Lake RD NULSEN | Shop |
| 94 Mississippi BEND PINK LAKE | Outbuilding (Shed) |
| 59 Tranquil DR WINDABOUT | Water Tank |
| 13 Cornell ST WEST BEACH | Dwelling - Alterations / Additions |
| Lot 991 The Esplanade ESPERANCE | Sauna |
| 23 Mungan ST ESPERANCE | Carport / Verandah / Patio |
| 1022 Cascade RD DALYUP | Outbuilding (Shed) |
| 33 Dauphin CRES CASTLETOWN | Outbuilding (Shed) |
| 15 Peek RD WEST BEACH | Holiday House |
| 261 Stearne RD MONJINGUP | Dwelling - Alterations / Additions |
| 31 Brazier ST CHADWICK | Industrial Building |
| 14 Waterlily WAY CASTLETOWN | Carport / Verandah / Patio |
| 80B Windich ST ESPERANCE | Shop |
| 313 Paterson RD MONJINGUP | Outbuilding (Shed) |
| 39 Dempster ST ESPERANCE | Motel |
| 404 South Coast HWY MONJINGUP | Dwelling - Alterations / Additions |
| 142 Cherry Well RD PINK LAKE | Outbuilding (Shed) |
| 20 Asken TURN BANDY CREEK | Carport / Verandah / Patio |
| 54 Lalor DR WINDABOUT | Dwelling - Single House |
| 67 Dempster ST ESPERANCE | Restaurant / Café |
| 63 Spencer RD PINK LAKE | Dwelling - Single House |

Specific Comments relating to Monthly Statistics

- 1 Sauna was approved (foreshore).
- 7 Outbuildings were approved.
- 5 Dwellings Alterations were approved.
- 5 Dwellings were approved.

Building Services Approvals – May 2025

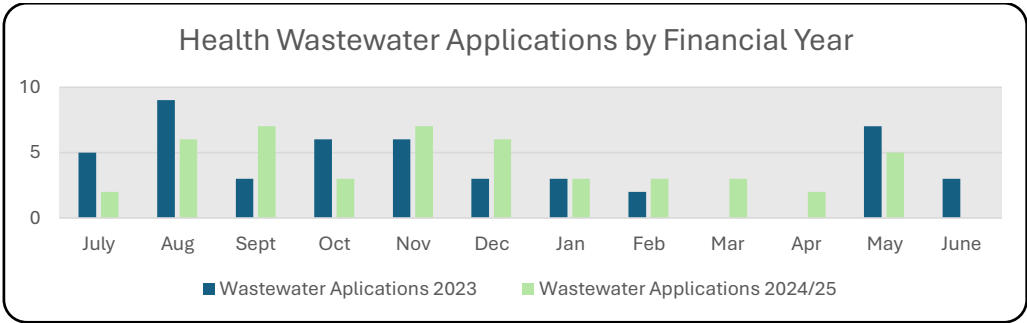


| Property | Proposal | Values (\$) |
|---|---|-------------|
| 12 Simpson Street CHADWICK | Occupancy Permit - Storage/Workshop Light Industrial Building | 0 |
| Lot: 2102 Twilight Beach Road WEST BEACH | Full Occupancy Permit - Surf Club Building Upgrades and Remediation | 0 |
| Lot: 1027 The Esplanade ESPERANCE | O Solar Panel Addition to Taylor St Quarters | 20,000 |
| 959 Gibson-Dalyup Road DALYUP | Swimming Pool 36m2 | 69,995 |
| 181 Quarry Road MYRUP | Dwelling - Single Steel Framed Kit Home 104m2 | 220,000 |
| 22 Windich Street ESPERANCE | Shed 144m2 | 62,000 |
| 7 Crossland Street ESPERANCE | Demolition of Dwelling & Associated Buildings - Clearing of Block | 25,000 |
| 31 Hood Way CASTLETOWN | Stage Two - Childcare Centre (Class 9b) & Masonry Boundary Fence 560m2 | 2,703,012 |
| 128 Bukenerup Road MONJINGUP | Two Single Dwellings Each 48m2 | 318,400 |
| Lot: 802 Amaroo Glade PINK LAKE | Dwelling - Single 284m2 | 599,000 |
| 59 Westmacott Street CASTLETOWN | Storage Shed 35m2 | 15,000 |
| 1 Overheu Street CONDINGUP | Storage & Workshop Shed 300m2 | 60,000 |
| 7 Jehu Street ESPERANCE | Residential Dwellings x 3 and Masonry Walls 683m2 | 1,155,000 |
| 36 Johns Street SINCLAIR | Garage 64m2 | 20,000 |
| Lot: 87 Sutcliffe Street CONDINGUP | Two Shade Sail Structures 177m2 | 13,000 |
| 2 Irene Street CASTLETOWN | Dwelling Re-Roof - Asbestos to Steel 180m2 | 15,000 |
| 180 Helms Drive PINK LAKE | Dwelling Internal Renovations - Wall Removals and Skylight Additions | 100,000 |
| 151 Dempster Street ESPERANCE | Shed 104m2 | 19,500 |
| 54 Windich Street ESPERANCE | Retaining Wall on Northern Boundary | 15,000 |
| 54 Lalor Drive WINDABOUT | Full Demolition of Existing Dwelling | 16,500 |

| | | |
|--|---|--------------------|
| 1 St Germain Avenue CASTLETOWN | Shed 60m2 and Two Patios 30m2 | 66,000 |
| 8 Brooks Street NULSEN | Patio's x 2 - 64m2 Total | 10,000 |
| Lot: 51 Kendall Road SCADDAN | School Entry Sign Wall | 5,000 |
| 901 Fisheries Road MYRUP | Class 8 Egg Grading Room/Class 5 Office/W Tanks/No Public Access | 16,000 |
| 163 Barook Road PINK LAKE | Class 10a Balcony & Patio Addition to Existing Dwelling | 14,000 |
| 5 Giles Street WEST BEACH | Dwelling Alts & Adds - Garage & Entrance Modification 48m2 | 255,000 |
| 62 Ormonde Street CASTLETOWN | Internal Alterations to Existing Dwelling | 300,000 |
| 1,091 Salmon Gums East Road SALMON GUMS | Machinery Storage Farm Shed 576m2 (Class 7b) | 168,812 |
| Lot: 25 Sims Street NULSEN | Office and Workshop 300m2 (Class 8/7b/5/10a/10b) | 418,200 |
| Lot: 34 Shark Lake Road MONJINGUP | Two Class 7b Storage Sheds 960m2 & Water Tanks (Toilet Block Not Incl) | 516,316 |
| Lot: 921 The Esplanade ESPERANCE | Renovation of Existing Bathrooms - Esperance Bay Yacht Club | 35,000 |
| 80B Windich Street ESPERANCE | UNAUTHORISED - Services Balcony | 15,000 |
| 12 Simpson Street CHADWICK | Occupancy Permit - Storage/Workshop Light Industrial Building | |
| Total | | \$7,265,735 |

Specific Comments relating to Monthly Statistics

- Stage two of the proposed Day Care Centre was issued 14/05/2025, once construction is complete an Occupancy Permit will be required prior to opening.
- The Full Occupancy Permit was issued for The Surf Club 23/05/2025 which finally achieves compliance after almost 30 years (the original was issued in 1995).
- Graham McKenzie Building Permit was lodged 29/05/2025.
- Building Permits have been issued for a total of 7 new dwellings in May.
- The 2022 National Construction Code (NCC) was adopted 1st May, documents now submitted quoting any referencing to NCC 2019 are no longer acceptable. Currently there are 55 Building Permit applications awaiting technical assessments or waiting for further information to be provided.



| May Wastewater Applications |
|-----------------------------------|
| Lot 66 Bandy Creek Road |
| Lot 802 Amaroo Glade Pink Lake |
| 54 Lalor Drive |
| Lot 138 McClean Rd |
| Lot 127 Shark Lake Road Monjingup |



Council Plan Summary

May 2025



Shire of Esperance

Council Plan May 2024

People

A safe community

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|------------------------------|
| 1.1.1 | Advocate for increased police presence | Nothing further to report this month. | Chief Executive Officer |
| 1.1.2 | Advocate for improved access to safe, affordable accommodation and support services for vulnerable people (such as people affected by domestic violence, homeless people, people with mental health issues and young offenders) | Met with Regional Executive Director of Department of Communities around the need for more and consistent wrap around services for vulnerable people in Esperance. | Chief Executive Officer |
| 1.2.1 | Advocate for animal welfare organisations, such as RSPCA, to have a greater presence in Esperance to respond to local animal welfare issues | Ongoing. | Director External Services |

A healthy and active community

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|------------------------------|
| 2.1.1 | Advocate for improved access to health services with a focus on attracting and retaining local GPs, visiting specialists, telehealth services, and mental health support services | Continue to advocate for improved access to health services as the opportunity arises. | Chief Executive Officer |
| 2.2.1 | Lead implementation of the Esperance Greater Sports Ground Redevelopment Masterplan | Working through the projects required for next financial year. | Director Asset Management |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|---|---------------------------------------|
| 2.2.2 | Provide a third soccer pitch at the Greater Sports Ground | Not started. | Director Asset Management |
| 2.2.3 | Graham Mackenzie Stadium Project | Demolition complete, building approvals are being submitted this month. | Director Asset Management |
| 2.2.4 | Develop a Bay of Isles Leisure Centre Management Plan | Management Plan completed. To be presented to Council in June round of meetings. | Manager Recreation and Culture |
| 2.3.1 | Finalise design and pursue funding for James Street Cultural Precinct | Ready to go to tender for detailed design once funding agreement received. Actively working towards further funding options. | Director External Services |
| 2.3.2 | Implement the Interpretation Plan for Esperance Museum, including an Aboriginal interpretive section | Nothing further to report. Waiting for response from WA Museum. | Manager Recreation and Culture |
| 2.4.1 | Explore sustainable funding sources to attract, manage and support local volunteers | We expect news on a new grant for next financial year to be announced soon, now that elections have taken place. | Volunteer Resource Centre Coordinator |
| 2.4.2 | Explore options to recognise, reward and incentivise volunteers | We enjoyed a relaxing afternoon tea in the Shire Chambers to celebrate National Volunteer Week this year. We say 49 volunteers in attendance representing over 39 different community groups and organisations from around Esperance. The event included a showcase of the released-so-far videos from one of our funded projects this year, as well as volunteer themed conversation cards and art activities for attendees to engage with. | Volunteer Resource Centre Coordinator |

Shire of Esperance

Council Plan May 2024

A welcoming, inclusive and connected community

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|--|---|
| 3.1.1 | Provide an Aboriginal Heritage Agreement to guide respectful consultation with Traditional Owners | A draft agreement has been developed. This is to be discussed further with ETNTAC. | Manager Parks & Environment |
| 3.1.2 | Provide assistance with events, activities and promotions to encourage greater awareness and participation in NAIDOC Week | Attended, promoted and supported the Reconciliation week walk in May. Also working with Tjaltjraak to help them host Esperance NAIDOC week in August 2025. | Community Development & Events Manager |
| 3.1.3 | Facilitate Aboriginal dual naming of significant places | As opportunities arise. | Director Asset Management |
| 3.1.4 | Partner with traditional custodians to develop cultural trails with maps and interpretive signs to raise awareness, knowledge and understanding about local Aboriginal history and stories | Not started. | Manager Parks & Environment |
| 3.1.5 | Establish and strengthen relationships with local Aboriginal Stakeholders and organisations | Staff joined Nulsen Primary, Hope, Tjaltjraak and other community members on a walk along the foreshore to celebrate National Reconciliation Week Bridging Now to Next. | Director Corporate and Community Services |
| 3.1.6 | Support the Partnership Agreement with Esperance Tjaltjraak Native Title Aboriginal Corporation | In May, our team partnered with the Taste of the World committee to help them with their annual event in June. We also supported, promoted and attended the Reconciliation week walk that was held on the 26th May during Reconciliation week. We are also planning for the Esperance NAIDOC week with Tjaltjraak which will be held at the CLVIC Centre once again. | Community Development & Events Manager |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|---|
| 3.2.1 | Advocate for increased child care services through promotional campaigns | Advocacy from time to time through media about opportunities to develop family day care in Esperance. Construction on new childcare centre in Castletown is ongoing. | Chief Executive Officer |
| 3.2.2 | Provide regular events and activities to inform and engage the youth within our community | Supported the annual Mother's Day Classic and the Reconciliation week walk in May. | Community Development & Events Manager |
| 3.2.3 | Implement youth precinct concept plan | Nil to report. | Director Asset Management |
| 3.3.1 | Advocate for improved aged care facilities and palliative care | Nothing further to report this month. | Chief Executive Officer |
| 3.3.2 | Advocate for community and care services to support active aging in home | <p>We were informed on 4th June that the changes for the New Aged Care Act and the Support at Home program will now be delayed until the 1st November. What this means for us, at this stage, is that we will continue to work with the information we are given to put the structures in place for the start of November. We will continue with the training that is required for the New Act and New Standards and will have, we hope, more time to assist our Home Care Package clients with the transfer over to Support at Home. We should be able to build in the necessary changes to our administrative functions to give a smoother change over when it happens.</p> <p>I have not heard if the Stewardship team will be rearranging their visits yet. We continue to have at least weekly emails to them with issues that are presenting as part of the changes coming in July. It is almost impossible to plan properly in the space as the</p> | Manager Aged Care & Disability Services |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|---|---|
| | | information from the various departments is not fully thought out and published. | |
| 3.3.3 | Provide flexible working arrangements at Esperance Home Care Centre to attract and retain staff | This has been completed. Recent recruitment has been for staff able to work weekends and late afternoons as these are the spots we are at times struggling to fill. | Manager Aged Care & Disability Services |
| 3.3.4 | Advocate for local shops, hospitality and entertainment venues to improve access and employment opportunities for people with disability | Ongoing as an opportunity arises. Current Disability Access and Inclusion Plan outlines the actions the Shire is progressing. This forms part of business as usual when discussions happen with building development applications. | Chief Executive Officer |
| 3.3.5 | Provide appropriate level of ACROD parking bays | Parking design projects continue to be assessed to determine ACROD requirements. | Manager Asset Development |
| 3.3.6 | Provide improved beach access for people with disability | Will monitor Town Beach access over the coming months. | Director Asset Management |
| 3.3.7 | Implement actions and initiatives resulting from DAIP discussions and forums | Draft DAIP 2025 - 2030 drafted and circulated for comment to the Community Access and Inclusion Plan working group. | Manager Development Services |

Shire of Esperance

Council Plan May 2024

Planet

The natural environment is valued, protected and enjoyed

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|------------------------------|
| 4.1.1 | Partner with Traditional Owners to manage culturally sensitive nature reserves | Stage 3 works are continuing at Tjaltjraak Boodja Park in a partnership with ETNTAC. Unfortunately, there has been a series of incidents of vandalism and damage over the summer months. The Shire is working with ETNTAC to undertake repairs and rehabilitation activities. | Manager Parks & Environment |
| 4.1.2 | Seek Government funding and support for the recovery of the colour and ecological health of Pink Lake and surrounding wetlands | Unfortunately, the funding application to the Australian Government was unsuccessful. Future funding opportunities will be investigated. | Manager Parks & Environment |
| 4.1.3 | Provide a Coastal Hazard Risk Management Adaption Plan (CHRMAP) for West Beach | A geotechnical assessment of the coastal environment is required before a Coastal Hazard Risk Management Adaption Plan (CHRMAP) for West Beach is developed. | Manager Development Services |
| 4.1.4 | Review the Coastal Management Plan | The review of the coastal management plan is continuing. Environmental Services Staff are currently reviewing the proposed management actions. | Manager Parks & Environment |
| 4.1.5 | Implement the Dempster Head Management Plan | Stairs and boardwalks have recently had maintenance works completed. | Manager Parks & Environment |
| 4.1.6 | Install booster pumps for the sand back-passing pipeline from Bandy Creek Boat Harbour to manage beach erosion in Esperance Bay | On hold pending review. | Director Asset Management |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|------------------------------|
| 4.1.7 | Implement the Lake Monjigup Reserve Management Plan | Works at Lake Monjigup Reserve are continuing. Fencing has recently been replaced. | Manager Parks & Environment |
| 4.1.8 | Provide a new Weed Management Strategy | Not started. | Manager Parks & Environment |
| 4.1.9 | Advocate on behalf of the community for the State's plans for a Marine Park | Met with Minister Swinbourn- Minister for Environment and discussed the need for the State to undertake an "Opportunity Analysis Report" to identify opportunities for the Esperance community to maximise positive benefits with the introduction of the South Coast Marine Park. | Chief Executive Officer |
| 4.2.1 | Provide a new Trails Master Plan | Draft document is currently under review. | Manager Parks & Environment |
| 4.2.2 | Upgrade Piggery Mountain Bike trails - stage 1 | Upgrade works at the Piggery Mountain Bike Track have been completed with a focus on erosion management and feature and track upgrades. Works have been planned with the Esperance Mountain Bike Association and professional trail designers and builders. The firebreak jump line has been completed. Signage will be installed, and carpark upgraded in the near future. | Manager Parks & Environment |

Shared responsibility for climate action and sustainability

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|------------------------------|
| 5.1.1 | Undertake annual carbon emissions audit and carbon emission reduction actions | Annual audit will commence in July. Currently working on a submission to the Community Energy Upgrades Fund. | Director Asset Management |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|---|--|
| 5.1.2 | Install renewable energy (solar PV and battery storage) on council buildings where feasible | Working with contractor for quotes on solar systems for various buildings. Application to be submitted for Community Energy Upgrades Fund Round 2 in June. | Coordinator Projects and Buildings |
| 5.1.3 | Facilitate adoption of best practice energy efficiency measures across all council buildings, and support community facilities to adopt these measures | Currently working on a grant submission to the Community Energy Upgrades Fund. The program aims to help local governments make their facilities more energy efficient, cut their emissions and reduce their energy bills. | Chief Executive Officer |
| 5.1.4 | Trial eco-friendly vehicles as options become viable | Currently running a full electric vehicle with Home Care, this has proven to be very successful. A replacement program has upgraded to mostly hybrid vehicles. RAV4 hybrid all wheel drives and two-wheel drives and Camry and Corolla Cross and hatch vehicles have all shown good results. Diesel i40 Sedan was replaced in August with a Hybrid Camry Sedan at Home Care and Hybrid Toyota RAV4s for both Health and Building. | Technical Officer Fleet |
| 5.2.1 | Design and prepare a proposal for DWER for Food Organics and Garden Organics (FOGO) | Consultants brief for FOGO will be developed shortly. | Director Asset Management |
| 5.2.2 | Commence construction of the Community Drop Off and Transfer Station at Myrup | Drainage works nearing completion. Contract for the buildings and concrete works awarded, Tenders for the Site Electrical works have closed and will be considered in June. | Director Asset Management |
| 5.2.3 | Advance Esperance's Waste Revolution education platform to improve waste diversion rates and promote a circular waste economy | The Sustainability and Resource Recovery team hosted the External Services team at Wylie Bay Waste Facility MRF. This was a great opportunity to demonstrate the recycling process and see firsthand recycling trucks | Manager Sustainability & Resource Recovery |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|-------------|---|------------------------------|
| | | arriving to site and product being hand sorted into categories. The importance of correct recycling can be shared via these staff and their networks. Bin Tagging wrapped up this month, the program was well received and enabled community recycling messaging and education opportunities in several areas throughout Esperance. | |

Greater community readiness and resilience to cope with natural disasters and emergencies

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|-------------------------------------|
| 6.1.1 | Implement the Bush Fire Risk Management Plan including accessing funding opportunities within the State Government's Mitigation Activity Fund | The Emergency Services business unit are busy with mitigation works, including a successful hazard reduction burn at the Toowacka Reserve. They continue to prepare for additional hazard reduction burns and remaining mechanical works within this financial year, in accordance with the Bushfire Risk Management Plan and MAF approved treatments. The Bushfire Risk Mitigation Coordinator continues to progress with preparing for the 2024/2025 acquittal process, and the next funding round application. Emergency Services are working with the Marketing and Communications team to release public information about mitigation activities, and general information contained on the website and on social media. Preparation for the 2025/2026 Fire Hazard Reduction Notice has commenced. | Manager Ranger & Emergency Services |
| 6.1.2 | Facilitate innovative initiatives and networks to help build drought resistance and resilience | Currently working on exploration bores with 2 promising sites. Grass Patch tanks being installed shortly. | Director Asset Management |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|-------------------------------------|
| | | Condungup tanks installed, currently decommissioning the old concrete tanks. | |
| 6.1.3 | Advocate for more emergency services personnel in Esperance | Nothing further to report this month. | Chief Executive Officer |
| 6.1.4 | Facilitate coastal safety measures in partnership with the Coastal Safety Working Group | The Coastal Safety Working Group met in May and reported to the May Local Emergency Management Committee meeting. The group has discussed planned coastal safety initiatives and projects to progress before the commencement of the next high visitation season. | Manager Ranger & Emergency Services |
| 6.1.5 | Advocate for appropriate coastal safety infrastructure and resources | The Coastal Safety Working Group met in May and reported to the May Local Emergency Management Committee meeting. | Manager Ranger & Emergency Services |

Shire of Esperance

Council Plan May 2024

Place

Responsible planning and development

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|---|------------------------------|
| 7.1.1 | Flinders subdivision - develop structure plan and report to Council | ETNTAC have received grant funding and will commence the Aboriginal Heritage Survey for Flinders shortly. | Manager Development Services |
| 7.1.2 | Advocate for provision of adequate, affordable utilities and communications infrastructure to support population and economic growth | Promoting community input into the Regional Digital Plan that is being undertaken by Regional Development Australia. Met with Telstra and participated in a Chamber of Commerce roundtable with Telstra and relevant stakeholders. | Chief Executive Officer |
| 7.1.3 | Develop an Esperance Cemetery Master Plan | The development of an Esperance Cemetery Master Plan is continuing with the Cemetery Working Group. The master plan will then guide a landscaping and implementation plan. | Manager Parks & Environment |
| 7.1.4 | Shark Lake Industrial Park subdivision stage 2 | As per Council discussion, Shark Lake Industrial Park subdivision stage 2 will be put on hold. | Director Asset Management |

Access to adequate, safe and affordable housing for everyone

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|--|------------------------------|
| 8.1.1 | Advocate for more social and low-income housing for vulnerable people (including seniors, people with disability and low-income earners) | Met with Regional Executive Director of Department of Communities around the need for more social housing and wrap around services for vulnerable people in Esperance. | Chief Executive Officer |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|--|------------------------------|
| 8.1.2 | Advocate for a new lifestyle village for seniors | Nothing further to report this month. | Chief Executive Officer |
| 8.1.3 | Facilitate for greater availability of housing to meet community needs (e.g. land and property owners to build apartments, villas, units, and mixed use developments) including engagement with State Government on housing management practices (e.g. GROH housing) | Awaiting an outcome with our grant application with Department of Communities on the Workers Accommodation project. Been advised that work is currently being undertaken by Development WA to inform a detailed business case on Industrial land that they hold in Sims St. Work is also being undertaken by Development WA to enable future structure planning on residential land that they hold around Nulsen. | Chief Executive Officer |
| 8.1.4 | Construct worker accommodation subject to external funding. | Waiting on funding. | Director Asset Management |

Attractive and welcoming places

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|------------------------------|
| 9.1.1 | Implement the CBD Concept Landscaping Design | The Parks and Reserves Team will look at having a focus on the CBD upgrades over winter with the CBD area being not so busy. | Manager Parks & Environment |
| 9.2.1 | Provide attractive and welcoming entrances into Esperance | Developing Town Entry Statement location and layout plans. | Director Asset Management |
| 9.2.2 | Facilitate more tree planting across the Shire | Winter tree orders have been placed. | Manager Parks & Environment |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|------------------------------------|
| 9.3.1 | Implement Civic Centre improvements | Lotterywest funding application underway to be submitted later this year incorporating ablution upgrade works. | Coordinator Projects and Buildings |
| 9.3.2 | Implement the Playgrounds and Public Open Space Strategic Plan 2015-2025 | The implementation of the Playgrounds and Public Open Space Strategic Plan 2015-2025 is continuing. The bike jump track has been asphalted and is now open to the public along with the playground and basketball court at Gibson Community Park. Additional sensory play items have been installed at Adventureland Park. A concept design for bike facilities at Lalor Park is being developed. | Manager Parks & Environment |
| 9.3.3 | Prepare a new 10 year plan for Playgrounds and Public Open Space Strategic Plan 2025-2035 | Works have commenced on a desktop review to prepare a new 10 year plan for Playgrounds and Public Open Space Strategic Plan 2025-2035. | Manager Parks & Environment |

Safe, affordable, accessible and sustainable transport systems

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|---|------------------------------|
| 10.1.1 | Implement the Esperance 2050 Cycling Strategy | Ongoing as per budget and schedule for footpath and trail upgrades. | Manager Parks & Environment |
| 10.1.2 | Construct sealed shoulders on roads to improve safety for cyclists and vehicles | Ongoing. | Manager Asset Operations |
| 10.1.3 | Provide safety measures along The Esplanade and Fisheries Road to improve pedestrian crossings | Not started. | Manager Asset Operations |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|---|------------------------------|
| 10.2.1 | Implement Road Safety Management Plan 2024-2030 | Continuing to implement strategy, we have received 3 Black Spot funding projects for next financial year. | Director Asset Management |
| 10.2.2 | Advocate for Main Roads to provide road upgrades and more passing lanes | As opportunities arise. | Director Asset Management |
| 10.2.3 | Advocate with Main Roads WA to undertake a transport corridor upgrade plan for Harbour Road, including South Coast Hwy Intersection upgrade and Pink Lake Road Intersection Upgrade. | Waiting on Main Roads to start the next phase of the study. | Director Asset Management |
| 10.2.4 | Implement the Shire of Esperance Road Construction and Maintenance Program | Ongoing. | Manager Asset Operations |
| 10.3.1 | Implement the Esperance Town Centre Parking, Traffic and Pedestrian Strategy | Working on budget proposals for next financial year. | Director Asset Management |
| 10.3.2 | Pursue opportunities to secure land to link Dempster Street and RSL public car parks | No update. | Director Asset Management |
| 10.3.3 | Provide options to accommodate additional parking within the verge area between The Esplanade and Yacht Club | Not included in budget. | Director Asset Management |
| 10.3.4 | Provide upgrade to Forrest Street road and streetscape. | Stage 1 detailed design nearing completion. | Manager Asset Development |
| 10.4.1 | Implement the Esperance Airport Masterplan (including an upgrade to the main runway, replacement of the runway lighting system, and additional apron space) | Still waiting on final design works and costings work from ACG. | Manager Economic Development |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|------------------------------|
| 10.4.2 | Design, Fund and Construct new Airport runway | Have received and provided comment on the 90% design. Should have the final package back by the end of June. | Director Asset Management |

Shire of Esperance

Council Plan May 2024

Prosperity

Access to quality education and lifelong learning opportunities

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|---|------------------------------|
| 11.1.1 | Advocate for South Regional TAFE to develop and promote specialist courses in relevant areas | Nothing further to report. | Chief Executive Officer |
| 11.1.2 | Advocate for urgent upgrades and a rebuild of Esperance Senior High School | Met with Minister Michael during May to advocate for work to continue on planning for upgrade works at the High School. | Chief Executive Officer |
| 11.1.3 | Facilitate discussions with universities to explore options for a remote student services campus in Esperance. | Regional Development Australia submitted an application for a Remote University Hub for Kalgoorlie and were unsuccessful. They are proposing to submit again when opened again with Federal Government. | Chief Executive Officer |
| 11.1.4 | Facilitate an annual review of the Goldfields Designated Area Migration Agreement to ensure it remains relevant to the community | One referral this month. | Manager Economic Development |

A prosperous and diverse economy

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|------------------------------|
| 12.1.1 | Provide an Economic Development Strategy for the Shire of Esperance | Draft strategy to be presented to Council at agenda briefing meeting 17th June. | Manager Economic Development |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|--|------------------------------|
| 12.1.2 | Support proponents in priority industry sectors to establish businesses and develop projects in Esperance | No further updates this month. | Manager Economic Development |
| 12.1.3 | Promote Esperance as a suitable centre for research and development, and pilot projects. | Support provided by Manager Economic Development to R & D and pilot project industries when appropriate. | Chief Executive Officer |
| 12.1.4 | Advocate for a shared work space facility in Esperance where start-ups, small businesses and visitors can be co-located to network and support one another | No further updates this month. | Manager Economic Development |

A vibrant and welcoming tourism destination

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|------------------------------------|
| 13.1.1 | Partner with Australia's Golden Outback to Implement the Esperance Tourism Strategy | A range of items linked to the Tourism Development Strategy are being progressed including development of a marketing plan, implementation of the new Tourism brand, development of the signage strategy, preparations for the Grounded hiking festival, James St Precinct funding agreement, Town Entry Signage and discussions with the owners looking to set up a sauna on the foreshore. | Manager Economic Development |
| 13.1.2 | Provide more digital marketing and advertising opportunities to promote local experiences at Council facilities (eg. Esperance Airport) | Same as previous month. | Manager Marketing & Communications |

Shire of Esperance

Council Plan May 2024

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|------------------------------|
| 13.2.1 | Advocate for development of a 4 to 5 star accommodation offering. | No further update. | Chief Executive Officer |
| 13.2.2 | Implement the recommendations from the Tourist and Worker Accommodation Study | The Shire is continuing to advocate for the Key Worker Accommodation Project with letters and meetings to relevant Ministers of State Government. | Manager Economic Development |
| 13.2.3 | Advocate for Traditional Owners to develop and promote cultural heritage tourism activities | No further updates this month. | Manager Economic Development |
| 13.2.4 | Advocate for the development and promotion of tourism experiences | A final draft of the Tourism Signage Strategy has been received with work now focusing on the Pedestrian Way Finding Strategy. A prioritised implementation plan is part of the work and will be presented to Council for consideration, once finalised. | Manager Economic Development |
| 13.2.5 | Develop wayfinding and interpretive tourism signage | Draft Tourism Signage plan complete, currently working on the pedestrian wayfinding component | Director Asset Management |

Shire of Esperance

Council Plan May 2024

Performance

Community confidence and trust in Council

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|--|--|
| 14.1.1 | Provide Integrated Planning and Reporting (IPR) framework documents and reviews | Council Plan review has been adopted by Council. Pulse reporting system will be updated accordingly in preparation for the new financial year. | Governance & Corporate Support Coordinator |
| 14.1.2 | Provide public reports on progress towards achievement of priority projects and outcomes | Monthly report provided to Council. | Governance & Corporate Support Coordinator |

Operational excellence and financial sustainability

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|--|---|
| 15.1.1 | Review the Long Term Financial Plan and informing plans per IPR framework | Council adopted the updated Long Term Financial Plan at the April 2025 OCM. The website presentation document is currently being updated. | Director Corporate and Community Services |
| 15.1.2 | Review and implement initiatives to improve internal business efficiencies and service delivery (such as more online services and digital forms) | Although nothing notable has been completed in this period, the IT team are working behind the scenes to improve internal business efficiencies. | Manager Information Services |

Shire of Esperance

Council Plan May 2024

A well informed and engaged community

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|---|------------------------------------|
| 16.1.1 | Review the Communication and Engagement Strategy | Review will begin following the 2025 Community Scorecard results. | Manager Marketing & Communications |
| 16.1.2 | Provide regular forums and events to inform and engage the community about local issues and council decisions (such as pop-up booths at local community events). | Multiple pop-up events held to promote engagement on the Community Perception Survey. | Chief Executive Officer |
| 16.1.3 | Conduct a biennial community survey to assess community priorities and benchmark performance levels | The MARKYT Community Scorecard closed on 23 May 2025, with over 1,200 community members participating. The Marketing and Communications Team is currently compiling responses related to the Communication Action Plan. Meanwhile, Catalyse is analysing the submissions and will provide a comprehensive report upon completion. | Manager Marketing & Communications |

| | | | | | | |
|---|-----------------------|---|---|---------------|---|--------------------------|
| Register - Delegations Discharge - Corporate Resources | | | | | Instrument of Delegation Number - D14/15798 | |
| Delegated Authority | Date Exercised | Details | How Authority was exercised or duty discharged | Amount | Person/groups, not part of Council and Committees, directly affected | Authorised Person |
| 1.2 - Agreement to payment of Poundage fee | 15/05/2025 | Payment plan to pay Poundage Fee - Cat | Payment arrangement | \$ 300.00 | 6701-30 | Sarah Bridge |
| 1.2 - Agreement to payment of Surrender Fee | 15/05/2025 | Payment plan to pay Surrender Fee - Cat | Payment arrangement | \$ 80.00 | 6702-30 | Sarah Bridge |
| 1.2 - Agreement to payment of rates & charges | 29/05/2025 | Payment plan to pay rates by 26/06/26 | Payment arrangement | \$ 2,980.24 | A/12088 | Sarah Bridge |

Community Grants Program 2024/25 - Small Grants - March 2025 to May 2025

| Organisation | Project | Project Timing | Funding Source | Amount |
|------------------------------|---|----------------------|--|---------|
| Esperance Aged Care Facility | Purchase Omi Vista Mobile Interactive Projector | June - December 2025 | Purchase interactive projector for residents | \$3,000 |
| Brody Oliver | Brody Olliver - Representation | 2/7/25 - 7/7/25 | Annual International Little Athletics Championship | \$500 |
| Esperance Potters Club | WEDGE 2025 Seminar attendance | October | WEDGE 2025 | \$3,000 |
| Bronte Hennessy | Representation - Junior Basketball Championship | 6th - 13th July | National Championships | \$500 |

13. REPORTS OF COMMITTEES

Item: 13.1

Minutes of Committees

| | | |
|---------------------|--------------|---|
| Author/s | Elise Godwin | Administration Assistant - Executive Services |
| Authorisor/s | Shane Burge | Chief Executive Officer |

File Ref: D25/15005

Attachments

- A¹. Minutes - Behaviour Complaints Committee Meeting - 6 May 2025
- B¹. Minutes - Audit Committee Meeting - 27 May 2025

Officer's Recommendation

That Council accept the unconfirmed minutes from the following committee meetings:

- **Behaviour Complaints Committee – 6 May 2025**
- **Audit Committee – 27 May 2025**

| | |
|---------------------------|-----------------|
| Voting Requirement | Simple Majority |
|---------------------------|-----------------|

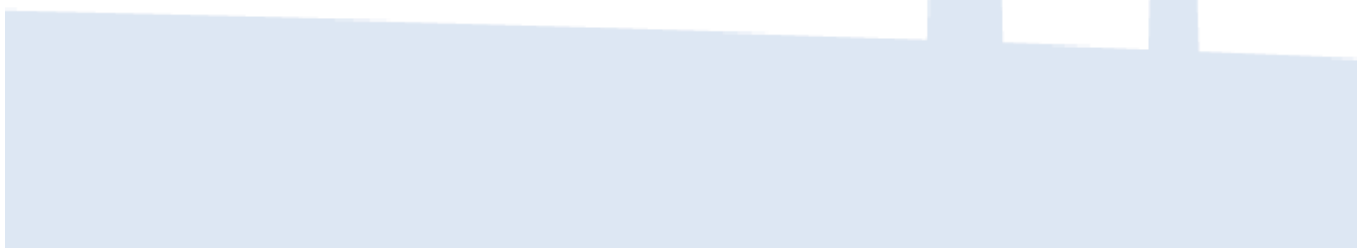


Shire of Esperance

BEHAVIOUR COMPLAINTS COMMITTEE

TUESDAY 6 MAY 2025

MINUTES



DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Esperance for any act, omission or statement or intimation occurring during Council or Committee meetings. The Shire of Esperance disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council or Committee meetings. Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee meeting does so at that person's or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a licence, any statement or intimation of approval made by a member or officer of the Shire of Esperance during the course of any meeting is not intended to be and is not to be taken as notice of approval from the Shire of Esperance. The Shire of Esperance warns that anyone who has any application lodged with the Shire of Esperance must obtain and should only rely on written confirmation of the outcome of the application, and any conditions attaching to the decision made by the Shire of Esperance in respect of the application.

ETHICAL DECISION MAKING AND CONFLICTS OF INTEREST

Council is committed to a code of conduct and all decisions are based on an honest assessment of the issue, ethical decision-making and personal integrity. Councillors and staff adhere to the statutory requirements to declare financial, proximity and impartiality interests and once declared follow the legislation as required.

ATTACHMENTS

Please be advised that in order to save printing and paper costs, all attachments referenced in this paper are available in the original Agenda document for this meeting.

RECORDINGS

The Meeting will be live streamed. The recording will be made publicly available as soon as practical following the meeting.

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SHIRE OF ESPERANCE

MINUTES

**BEHAVIOUR COMPLAINTS COMMITTEE MEETING HELD IN COUNCIL MEETING
ROOM ON 6 May 2025
COMMENCING AT 10:30 AM**

1. OFFICIAL OPENING

The Chief Executive Officer declared the meeting open at 10:35am.

2. ATTENDANCE

Members

| | | |
|---------------|------------------------|---------------------------------------|
| R Chambers | Shire President | Shire of Esperance |
| Cr J Obourne | Deputy Shire President | Shire of Esperance (Presiding Member) |
| Cr C Davies | | Shire of Esperance |
| Cr L de Haas | | Shire of Esperance |
| Cr S McMullen | | Shire of Esperance (Deputy) |

Shire Officers

| | |
|--------------|---|
| Mr S Burge | Chief Executive Officer |
| Mrs F Baxter | Director Corporate & Community Services |

Guests

| | |
|---------------|-------------------------------------|
| Mr J Baskwell | Australia Wide Investigations (AWI) |
|---------------|-------------------------------------|

3. APOLOGIES & NOTIFICATION OF GRANTED LEAVE OF ABSENCE

Cr S Starceovich

4. APPOINTMENT OF COMMITTEE CHAIR

The Chief Executive Officer called for nominations for the position of Committee Chair, one (1) nomination was received from Cr Obourne.

MOTION

Moved: Pres Chambers
Seconded: Cr de Haas

BCC0525-074

That Cr Obourne be elected as chair for the Behaviour Complaints Committee.

CARRIED
F5- A0

For: Pres Chambers, Cr de Haas, Cr McMullen, Cr Davies, Cr Obourne

Cr Obourne took the chair.

Behaviour Complaints Committee: Minutes
6 May 2025

Page 6

5. DECLARATION OF MEMBERS INTERESTS

5.1 Declarations of Financial Interests – Local Government Act Section 5.60a

Nil

5.2 Declarations of Proximity Interests – Local Government Act Section 5.60b

Nil

5.3 Declarations of Impartiality Interests – Admin Regulations Section 34c

Nil

6. CONFIRMATION OF MINUTES

Nil

7. NEW BUSINESS OF AN URGENT NATURE

Nil

8. MATTERS REQUIRING A DETERMINATION OF COMMITTEE

Nil

9. MATTERS BEHIND CLOSED DOORS

Officer's Comment:

It is recommended that the meeting is behind closed doors for the following item, in accordance with section 5.23(2) of the Local Government Act 1995.

Moving behind closed doors

Moved: Pres Chambers
Seconded: Cr de Haas

BCC0525-075

That the meeting proceed behind closed doors in accordance with section 5.23(2) of the Local Government Act 1995, to consider the following items, which are considered confidential for the reasons indicated.

9.1 Behavioural Complaint - Review of Assessor's Finding

This report is considered confidential in accordance with the Local Government Act 1995, as it relates to the personal affairs of any person (Section 5.23(2)(b)).

**CARRIED
F5 - A0**

For: Pres Chambers, Cr de Haas, Cr McMullen, Cr Davies, Cr Obourne

SUSPENSION OF STANDING ORDERS

Moved: Pres Chambers
Seconded: Cr de Haas

BCC0525-076

That Standing Orders be suspended to allow for open discussion regarding the confidential item.

**CARRIED
F5- A0**

For: Pres Chambers, Cr de Haas, Cr McMullen, Cr Davies, Cr Obourne

RESUMPTION OF STANDING ORDERS

Moved: Cr Davies
Seconded: Pres Chambers

BCC0525-077

That Standing Orders be resumed.

**CARRIED
F5 - A0**

For: Pres Chambers, Cr de Haas, Cr McMullen, Cr Davies, Cr Obourne

9.1 Behavioural Complaint - Review of Assessor's Finding

Officer's Recommendation

That the Committee discourage Councillor Johnston from referring to herself as being a Councillor by including a disclaimer on all her social posts.

MOTION

Moved: Pres Chambers

Seconded: Cr de Haas

BCC0525-078

That the Behavioural Complaints Committee

- 1. Determine that Councillor Johnston breached the Shire's Elected Member Social Media Policy 0050**
- 2. Require that Councillor Johnston follow the Shire of Esperance Elected Member Social Media Policy 0050 when referring to herself as a Councillor.**

CARRIED

F5 - A0

For: Pres Chambers, Cr de Haas, Cr McMullen, Cr Davies, Cr Obourne

Pres Chambers moved additional recommendation to be considered by the committee

9.2 Code of Conduct Behaviour Complaints Management Policy 0048

Moved: Cr Chambers

Seconded: Cr Davies

BCC0525-079

That the Behavioural Complaints Committee recommends that Council review the Code of Conduct Behaviour Complaints Management Policy 0048 to include external consultants to substitute the Complaints Officer for Behavioural Code of Conduct Breaches.

CARRIED

F5 - A0

For: Pres Chambers, Cr de Haas, Cr McMullen, Cr Davies, Cr Obourne

Coming from behind closed doors

Moved: Cr Chambers

Seconded: Cr McMullen

BCC0525-080

That the meeting come from behind closed doors.

CARRIED

F5 - A0

For: Pres Chambers, Cr de Haas, Cr McMullen, Cr Davies, Cr Obourne

The Presiding Member read aloud the above Resolutions;

Behaviour Complaints Committee: Minutes
6 May 2025

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10. CLOSURE

The Presiding Member declared the meeting closed at 11:40am.

These Minutes were confirmed at a meeting held on _____

Signed _____

Presiding Member at the meeting at which the Minutes were confirmed.

Dated _____

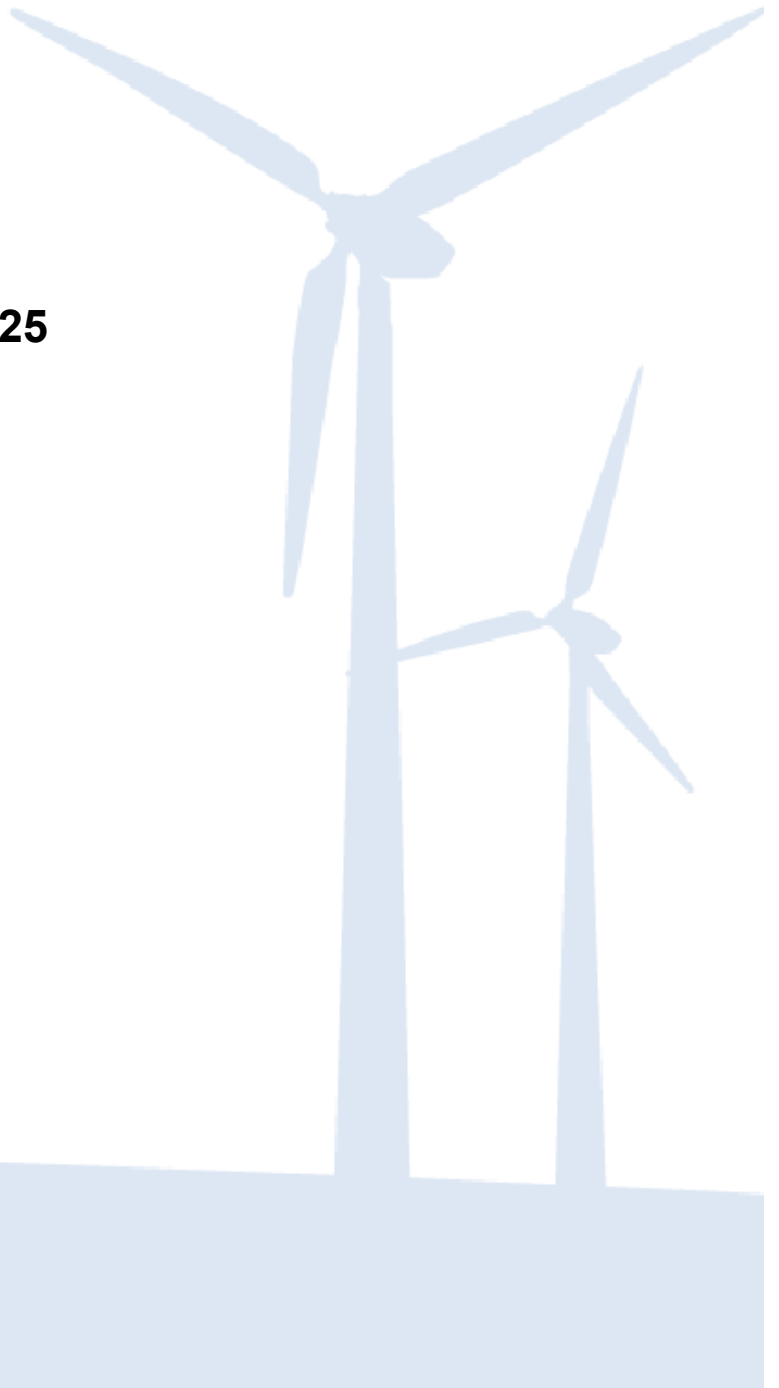


Shire of Esperance

AUDIT COMMITTEE

TUESDAY 27 MAY 2025

MINUTES



DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Esperance for any act, omission or statement or intimation occurring during Council or Committee meetings. The Shire of Esperance disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council or Committee meetings. Any person or legal entity who acts or fails to act in reliance upon any statement, act or omission made in a Council or Committee meeting does so at that person's or legal entity's own risk.

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ETHICAL DECISION MAKING AND CONFLICTS OF INTEREST

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ATTACHMENTS

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SHIRE OF ESPERANCE

MINUTES

**AUDIT COMMITTEE MEETING HELD IN COUNCIL MEETING ROOM ON
27 May 2025
COMMENCING AT 1:00 PM**

1. OFFICIAL OPENING

The Presiding Member declared the meeting open at 1:02pm.

2. ATTENDANCE

Members

| | |
|-----------------|---------------------------------------|
| Cr S McMullen | Shire of Esperance (Presiding Member) |
| Cr S Flanagan | Shire of Esperance |
| Pres R Chambers | Shire of Esperance |
| Cr G Johnston | Shire of Esperance |

Shire Officers

| | |
|--------------|--|
| Mr S Burge | Chief Executive Officer |
| Mrs F Baxter | Director Corporate & Community Services |
| Ms S Walsh | Coordinator Governance and Corporate Support |

Guests

| | |
|--------------|---|
| Jay Teichert | Office of the Auditor General (via TEAMS) |
|--------------|---|

3. APOLOGIES & NOTIFICATION OF GRANTED LEAVE OF ABSENCE

| | |
|------------|--------------------------|
| Mr K Mills | Community Representative |
|------------|--------------------------|

4. DEPUTATIONS, PRESENTATIONS, INSPECTIONS, PETITIONS

Nil

5. DECLARATION OF MEMBERS INTERESTS

5.1 Declarations of Financial Interests – Local Government Act Section 5.60a
Nil

5.2 Declarations of Proximity Interests – Local Government Act Section 5.60b
Nil

5.3 Declarations of Impartiality Interests – Admin Regulations Section 34c
Nil

Audit Committee: Minutes
27 May 2025

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6. CONFIRMATION OF MINUTES

Moved: Cr Flanagan
Seconded: Cr Chambers

AU0525-111

That the Minutes of the Audit Committee Meeting of the 4 March 2025 be confirmed as a true and correct record.

**CARRIED
F3 - A0**

Pres Chambers, Cr McMullen, Cr Flanagan

Voting Requirement: Simple majority

Cr Johnston entered the Council Meeting Room at 1:12pm.

7. NEW BUSINESS OF AN URGENT NATURE

Nil

Audit Committee: Minutes
27 May 2025

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8. MATTERS REQUIRING A DETERMINATION OF COMMITTEE

Item: 8.1

CEO Review of Systems and Procedures (Reg.17)

| | | |
|---------------------|-----------------|--|
| Author/s | Sarah Walsh | Coordinator Governance & Corporate Support |
| Authorisor/s | Felicity Baxter | Director Corporate and Community Services |

File Ref: D25/12095

Applicant

Internal

Location/Address

Shire of Esperance

Executive Summary

For the Audit Committee to consider the report from the CEO on the appropriateness and effectiveness of the Shire of Esperance systems and procedures in relation to risk management, internal control and legislative requirements.

Recommendation in Brief

That the Audit Committee accept the report from the CEO on the appropriateness and effectiveness of the Shire of Esperance systems and procedures in relation to risk management, internal control and legislative requirements and recommend the review to Council for endorsement.

Background

In accordance with Regulation 17 of the *Local Government (Audit) Regulations 1996*, the CEO is required to review the appropriateness and effectiveness of the Shire of Esperance's systems and procedures in relation to risk management, internal control and legislative requirements, not less than once every three years.

The last review was undertaken in March 2023 and the review recently undertaken by the CEO is now being put forward to the Audit Committee to be considered.

The Shire's Risk Management Policy (Attachment A) provides guidance and direction in relation to risk management and determines the Shire's risk appetite regarding the measures of consequence and likelihood of each risk.

Risk management systems are a key expression of a local government's attitude to effective controls.

It is important for organisations to establish and review processes for mitigating material operating risks. Tolerance for risk is central to this process, particularly in the following areas;

- Potential non-compliance with legislation, regulations, standards and local government's policies;
- Important accounting judgements or estimates that prove to be wrong;
- Litigation and claims;
- Misconduct, fraud and theft;

Audit Committee: Minutes
27 May 2025

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- Significant business risks, recognising responsibility for general or specific risk areas. For example, environmental, work health and safety risk, and how they are managed by the local government.

Obtaining regular risk reports, which identify key risks, the status and the effectiveness of the risk management systems, ensures that identified risks are monitored and new risks are identified, mitigated and reported.

Officer's Comment

The Shire's organisational Risk Register has been reviewed to ensure all risk profiles are current. This report (Attachment B) commences with a brief snapshot of each risk profile identifying the risk rating, the level of control and proposed actions to improve the level of control for each risk profile, reducing the level of risk. The full analysis for each profile is then attached listing all the controls and their effectiveness.

As part of this review, it was identified that 13 actions have been closed, 30 have been carried over and 46 new mitigating actions have been added to the Risk Register since the last review.

The Audit Regulation 17 review provides the CEO and Council with assurance of legislative compliance, risk mitigation and internal control toward a culture of continuous improvement.

The last Audit Regulation 17 review was undertaken by Civic Legal, who suggested 23 Risk Management actions, 19 Internal Control actions and 10 Legislative Compliance actions.

Only the action suggesting that the Audit Committee meet monthly to consider the Shire's monthly accounting reports was not recommended for endorsement, due to the resources required and was considered to be low risk as the financial report is put to Council each month.

25 of the 51 actions suggested by Civic Legal have been completed.

The Action Summary Report (Attachment C) provides updates on the current actions, and the Status Summary (Attachment D) provides the status of each suggested action for reference.

Consultation

Middle Management
Directors

Financial Implications

Although there are no direct financial implications arising from this report, identified actions may have financial or resource implications for the organisation. The cost of implementing the controls to reduce or manage risk will need to be weighed up against the risk appetite of the organisation to determine the most appropriate course of action.

Asset Management Implications

Nil

Statutory Implications

Local Government (Audit) Regulations 1996 – r.17 CEO to review certain systems and procedures.

Policy Implications

Risk Management Policy

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Strategic Implications

Council Plan 2022 - 2032

Performance - Outcome 15. Operational excellence and financial sustainability

Objective 15.1. Provide responsible, agile and innovative planning and resource management.

Environmental Considerations

Nil

Attachments

- A. [Risk Management Policy](#)
- B. [Audit Regulation 17 Action Summary Report Q3 2024/25](#)
- C. [Audit Regulation 17 Action Status Summary](#)
- D. [Reviewed Risk Register November 2024](#)

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RECOMMENDATION AND DECISION

Item 8.1 CEO Review of Systems and Procedures (Reg.17)

Moved: Cr Chambers

Seconded: Cr Flanagan

AU0525-112

That the Audit Committee;

- 1. Accept the CEO's review of the appropriateness and effectiveness of the Shire of Esperance systems and procedures in relation to risk management, internal control and legislative compliance; and**
- 2. Recommend the review to Council for endorsement.**

CARRIED

F4 - A0

Pres Chambers, Cr McMullen, Cr Flanagan, Cr Johnston



POL 0015: Risk Management

COUNCIL POLICY

Purpose

The Shire of Esperance's Risk Management Policy documents the commitment and objectives regarding managing uncertainty that may impact the Shire's strategies, goals or objectives. The purpose of risk management is to reduce the potential effects of risk by reducing liability, preventing litigation and improving loss control.

Scope

This policy covers all operations of the organisation including but not limited to all workers, contractors, visitors and volunteers. The key drivers for risk management are Managements responsibility.

Definitions

CEO: Chief Executive Officer

Councillor: a member of an elected group of local government representatives

Risk: a situation involving exposure to danger

Risk Appetite: the amount and type of risk that an organisation is willing to accept whilst pursuing its objectives.

SOE: Shire of Esperance

WHS: Work Health and Safety

Practice

It is the Shire's Policy to achieve best practice in the management of all risks that may affect the SOE, its customers, people, assets, functions, objectives, operations or members of the public.

Risk Management will form part of the Strategic, Operational, Project and Line Management responsibilities and where possible, be incorporated within the Shire's Integrated Planning Framework.

Council shall determine the Risk Management policy for the SOE. The Shire's Executive Management Team will communicate the *Risk Management Policy* and Objectives and determine Procedures for the implementation of Risk Management, as well as direct and monitor practice and performance.

Every Councillor, worker, volunteer and contractor within the SOE is recognised as having a role in risk management, from the identification of risks, to implementing risk treatments and shall be invited and encouraged to participate in the process.

Consultants may be retained at times to advise and assist in the risk management process or management of specific risks or categories of risk.

Risk Management Objectives

1. Optimise the achievement of our vision, mission, strategies, goals and objectives.
2. Provide transparent and formal oversight of the risk and control environment to enable effective decision making.
3. Enhance risk versus return within our risk appetite.
4. Embed appropriate and effective controls to mitigate risk.
5. Achieve effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.
6. Enhance organisational resilience.
7. Identify and provide for the continuity of critical operations.

Risk Appetite

The Shire has defined its risk appetite through the development and endorsement of the Shire's *Risk Assessment Criteria*. The criteria is subjected to ongoing review in conjunction with this policy.

All organisational risks to be reported at a corporate level are to be assessed according to the Shire's *Risk Assessment Criteria* to allow consistency and informed decision making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised, however these cannot exceed the organisations appetite and are to be noted within the individual risk assessment.

Roles, Responsibilities & Accountabilities

The CEO is responsible for the allocation of roles, responsibilities and accountabilities. These are documented in the Risk Management Procedures Operational Document.

Monitor and Review

The Shire will implement and integrate a monitor and review process to report on the achievement of the Risk Management Objectives, the management of individual risks and the ongoing identification of issues and trends.

This policy will be kept under review by Council and will be reviewed biennially.

Appendix A – Risk Assessment Criteria

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

| Measures of Likelihood | | | |
|------------------------|----------------|--|----------------------------|
| Level | Rating | Description | Frequency |
| 5 | Almost Certain | The event is expected to occur in most circumstances (>90% chance) | More than once per year |
| 4 | Likely | The event will probably occur in most circumstances (>50% chance) | At least once per year |
| 3 | Possible | The event should occur at some time (20% chance) | At least once in 3 years |
| 2 | Unlikely | The event could occur at some time (<10% chance) | At least once in 10 years |
| 1 | Rare | The event may only occur in exceptional circumstances (<5% chance) | Less than once in 15 years |

| Rating (Level) | Health | Financial Impact | Service Interruption | Compliance | Reputational | Property | Environmental |
|--------------------------|-------------------------------------|---------------------------|---|--|---|---|---|
| Insignificant (1) | Near miss. Minor first aid injuries | Less than \$20,000 | No material service interruption | 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 | \$20,001 - \$500,000 | 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 <30 days | \$500,001 - \$1.5 Million | Medium term temporary interruption – backlog cleared by additional resources | 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) | Lost time injury >30 days | \$1.5 Mil - \$3 Million | < 1 week | 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 |
| Catastrophic (5) | Fatality, permanent disability | More than \$3 Million | Prolonged interruption of services – additional resources; performance affected | 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 |

| Existing Controls Rating | | |
|--------------------------|--|--|
| Rating | Foreseeable | Description |
| Effective | There is <u>little</u> scope for improvement | <ol style="list-style-type: none"> 1. Process (controls) operating as intended and aligned to policies / procedures 2. Subject to ongoing monitoring 3. Reviewed and tested regularly |
| Adequate | There is <u>some</u> scope for improvement | <ol style="list-style-type: none"> 1. Processes (controls) generally operating as intended, however inadequacies exist 2. Nil or limited monitoring 3. Reviewed and tested, but not regularly |
| Inadequate | There is a <u>need</u> for improvement or action | <ol style="list-style-type: none"> 1. Processes (controls) not operating as intended 2. Processes (controls) do not exist, or are not being complied with 3. Have not been reviewed or tested for some time |

| Risk Acceptance Criteria | | | |
|--------------------------|---------------------------|--|----------------------------|
| Risk Rating | Description | Criteria | Responsibility |
| Low | Acceptable | Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring | Supervisor / Team Leader |
| Moderate | Monitor | Risk acceptance with adequate controls, managed by specific procedures and subject to semi-annual monitoring | Service Manager |
| High | Urgent Attention Required | Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring | Executive Management Group |
| Extreme | Unacceptable | Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring | CEO and Council |

| Risk Treatment & Review Timeframes | | | | |
|------------------------------------|---------------------------|-------------------------|----------------------------|------------------------------------|
| Risk Rating | Description | Risk Treatment | Responsibility | Risk Review |
| Low (1-4) | Acceptable | Treated within 6 months | Supervisor / Team Leader | Review every 6 months |
| Moderate (5-9) | Monitor | Treated within 3 months | Service Manager | Review every 3 months |
| High (10-16) | Urgent Attention Required | Treated within 2 weeks | Executive Management Group | Review within 2 weeks then monthly |
| Extreme (20-25) | Unacceptable | Treated within 1 week | CEO and Council | Review every 2 weeks |

.....End.....

Document Information

| | |
|----------------------|-------------------------|
| Responsible Position | Manager Human Resources |
| Risk Rating | Medium |

Referencing Documents

- *Local Government Act 1995*
- *Risk Management Framework*
- *Risk Assessment Criteria*

Revision History

| Date | Version | CM Reference | Reason for Change | Resolution # | Next Review |
|----------|---------|---------------|--|--------------|-------------|
| Feb 2013 | | D13/4305[v1] | Draft policy | | |
| Apr 2013 | 1 | | New policy | O0413-017 | Apr 2015 |
| Jun 2013 | | D13/4305[v2] | Draft policy | | |
| Nov 2014 | 2 | D14/23268 | | O1114-022 | Nov 2016 |
| Mar 2018 | 3 | D16/29010 | Biennial review, update document controller | O0318-073 | Mar 2020 |
| Nov 2019 | 4 | D16/29010[v2] | Biennial review, no change | O1119-248 | Nov 2021 |
| Oct 2020 | 5 | D16/29010[v3] | Update ISO standard reference | O1020-317 | Oct 2022 |
| Jan 2022 | 6 | D16/29010[v4] | Biennial review, no change | O0122-012 | Jan 2024 |
| Nov 2023 | 7 | D16/29010[v5] | Biennial review, no change. | O1123-189 | Nov 2025 |
| Aug 2024 | 8 | D16/29010[v6] | Update purpose, scope, definitions, SOE references. Replace employee references with worker in line with new legislation. Remove reference to ISO. Update Risk Assessment Criteria tables. Update referencing documents. | O0824-028 | Aug 2026 |



Audit Regulation 17 Review Summary Q3 2024/2025



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Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|--|
| r.17.2 | Draft and endorse a standard operating procedure for reviewing the Risk Register. This should address when identified risks are to be included in the register before the biennial review. Such risks may be identified, for example, through Hazard/Incident Report Forms. | Management practice drafted, to be peer reviewed and approved. | Governance & Corporate Support Coordinator |
| r.17.3 | Undertake an audit/review of the Risk Management Procedures document, to ensure it is up to date and governance processes are being undertaken (e.g. internal audit on internal control procedures). Include review details for the Risk Management Procedures document at the beginning or end of the document. | | Coordinator Workplace Health and Safety |
| r.17.4 | Ensure the approval date and review dates are recorded in the Work Health and Safety Procedure - Workplace Inspections. | | Coordinator Workplace Health and Safety |
| r.17.5 | Draft a management practice or standard operating procedure for reviewing the BCP. | Not Started. | Coordinator Workplace Health and Safety |
| r.17.8 | Draft a procedure to address incorrect accounting estimates, capturing how to avoid them in the first instance, and how to address them if they occur. | The method for accounting estimates should be defined in the Financial Management Manual which is currently being collated. | Manager Financial Services |

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Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|--|
| r.17.9 | Draft a management practice for dealing with litigious matters. | Not required - We have qualified staff to know which type of legal support is best to utilise. | Governance & Corporate Support Coordinator |
| r.17.10 | Continue reminding employees about the Employee Code of Conduct and other ethical matters on a regular basis. | All new starters read and sign Code of Conduct, whilst existing staff are constantly reminded of the Shire's values which underpin the Code. | Manager Human Resources |
| r.17.13 | Review the Occupational Safety and Health Management Plan. | Now called WHS Plan. | Coordinator Workplace Health and Safety |
| r.17.14 | Review the Work Health and Safety Procedure - Working in Adverse Weather Conditions (February 2018) including the heading to ensure it reflects its intended purpose. Ensure the functions of the Health and Safety Committee are reflected in the procedural document where appropriate. | Due to go to Document Control Group, finished consultation with SME. | Coordinator Workplace Health and Safety |
| r.17.15 | Develop a procedure for managing insurable risks, including the need for officers to actively participate in the insurers annual risk assessment process. | Corporate Support have developed a procedure for completing insurance renewals which includes incorporating feedback from relevant officers. This will be updated when time allows. | Governance & Corporate Support Coordinator |
| r.17.17 | Draft and endorse a management procedure regarding the management of large projects. This would address the question of when a project manager or other external consultants should be hired, as well as additional financial and other risk mitigation strategies. | Not started | Director Asset Management |

Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|--|
| r.17.18 | Ensure written guidance is provided to officers regarding when the (more extensive) evaluation process ought to occur, rather than allowing price to be the only consideration. | Not started | Director Asset Management |
| r.17.20 | HR to conduct a review of individual business area inductions to ensure they are appropriate and are conducted consistently. | Work continues to update all site inductions. HR and WHS inductions being updated and should be implemented in last quarter of 24/25. | Manager Human Resources |
| r.17.24 | Reinforce the requirement to record the use of delegations in accordance with statutory requirements. This may be a topic of an internal audit and/or could be addressed in the performance reviews of relevant officers. | Information regarding the requirement to record delegations is provided to all relevant staff annually when the new documentation is provided. Noted that training/induction for staff is on the list to be looked into further when time allows. | Governance & Corporate Support Coordinator |
| r.17.26 | Begin a program of conducting periodic internal reviews of systems and procedures. This may address discrete topics such as recording the use of delegations or completion of cash acknowledgement forms. | Planning for Internal Audit will be tabled for discussion with the Audit Committee. | Chief Executive Officer |
| r.17.28 | Draft a management procedure or standard operating procedure for engaging legal advisors. This should provide guidance on how to assess when legal advice is required and who is authorised to approve legal advice being sought. | SOP is not necessary as each area's process is different so shouldn't sit with one person. We have qualified staff to know which type of legal support is best to utilise for each situation that arises. | Governance & Corporate Support Coordinator |

Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|------------------------------------|
| r.17.29 | Consider including employee authority levels regarding the execution of documents in job descriptions. | Deferred until HR has capacity to review. | Manager Human Resources |
| r.17.30 | Draft a written procedure for logging records in and out, to assist records officers. | No Change | Information Management Coordinator |
| r.17.31 | Draft a standard operating procedure for the internal audits of IT software. | | Manager Information Services |
| r.17.32 | Financial procedures should be reviewed and collated into a comprehensive Financial Procedures Manual. This will help to make procedures and standards clearer for employees to follow. | Financial Management Manual is around 60% complete. With the implementation of new systems, some areas are under review to ensure they match up to system and internal controls. | Manager Financial Services |
| r.17.33 | Draft a standard operating procedure for investigating variances. | Will make up part of financial management manual. Uncertain as to how much guidance is needed in the investigation of variances, it will likely be very generic. | Manager Financial Services |
| r.17.34 | Continue to regularly reinforce records management protocols including the transfer of finalised documents into TRIM. | Records Officers have improved and developed new induction and training documentation. With Manager of Information Services for review. | Information Management Coordinator |
| r.17.36 | Ensure the complete procedure for the approval of financial payments is captured in a written procedure. | This will be covered in the Financial Management Manual. With the implementation of P2P it is expected that this procedure will need review to ensure sound internal controls. | Manager Financial Services |

Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|--|
| r.17.38 | Ensure that the cash management practice for the Shire is captured in a written procedure. Ensure all facilities where cash is collected have written procedures to support staff managing or handling the cash received. | Cash management practices have been reviewed and will be added to the financial management manual. | Manager Financial Services |
| r.17.39 | Conduct periodic audits to ensure that the receipt forms are correctly signed. Ensure all relevant officers are promptly reminded of the correct procedure or receive further training, whenever the form is not correctly signed or completed. | | Manager Financial Services |
| r.17.40 | Review the Records Management Procedures Manual. Ensure the manual is reviewed regularly (every two years). | Staff are working through individual tasks and creating SOPs that will form the new Records Management Procedures Manual | Information Management Coordinator |
| r.17.42 | Consider expanding the scope of the Compliance Calendar to include legislative compliance matters in other departments. Alternatively, a separate global calendar could be created for this more expansive purpose. Ensure all departments have an adequate system of monitoring legislative compliance. | Completed. | Governance & Corporate Support Coordinator |

Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|---|
| r.17.45 | Review Complaint Handling Policy to ensure all types of complaints are captured including Public Interest Disclosures and Corruption & Crime Commissions reporting. | Documentation for complaint handling and the relevant policies and procedures are available on the Shire's website. | Director Corporate and Community Services |
| r.17.46 | Develop internal procedures to identify adverse trends if this is practicable (e.g. include item on Executive Team agenda for discussion; monitoring external customer and stakeholder feedback). | An item for this is included on all EMT Agendas. | Director Corporate and Community Services |
| r.17.47 | Review the role of the audit committee with particular consideration towards increasing its involvement in matters relating to risk. | Scope for Audit Committee was determined post the last election. | Director Asset Management |
| r.17.48 | Ensure adequate training is provided to the independent member of the audit committee in regard to local government practices and the functions of the audit committee. | Not due until after the LG election when an independent chair is required for the Audit Committee. | Chief Executive Officer |
| r.17.49 | Incorporate into the Evaluation Report, a declaration to confirm relevant processes and legislative requirements have been met. | Declaration has been included in the evaluation report. | Director Asset Management |



Audit Regulation 17

Action Status Summary

May 2025



Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|-------------|--|
| r.17.1 | Include a review deadline in all council policies, with every endeavour being given to undertaking those reviews in a timely manner. | Completed | Governance & Corporate Support Coordinator |
| r.17.2 | Draft and endorse a standard operating procedure for reviewing the Risk Register. This should address when identified risks are to be included in the register before the biennial review. Such risks may be identified, for example, through Hazard/Incident Report Forms. | In Progress | Governance & Corporate Support Coordinator |
| r.17.3 | Undertake an audit/review of the Risk Management Procedures document, to ensure it is up to date and governance processes are being undertaken (e.g. internal audit on internal control procedures). Include review details for the Risk Management Procedures document at the beginning or end of the document. | Completed | Coordinator Workplace Health and Safety |
| r.17.4 | Ensure the approval date and review dates are recorded in the Work Health and Safety Procedure – Workplace Inspections. | Completed | Coordinator Workplace Health and Safety |
| r.17.5 | Draft a management practice or standard operating procedure for reviewing the BCP. | Not Started | Coordinator Workplace Health and Safety |
| r.17.6 | Include a reminder to review the BCP in the compliance calendar. | Completed | Governance & Corporate Support Coordinator |
| r.17.7 | Include a review deadline in the IT Disaster Recovery Plan. | Completed | Manager Information Services |
| r.17.8 | Draft a procedure to address incorrect accounting estimates, capturing how to avoid them in the first instance, and how to address them if they occur. | In Progress | Manager Financial Services |
| r.17.9 | Draft a management practice for dealing with litigious matters. | Not Started | Governance & Corporate Support Coordinator |
| r.17.10 | Continue reminding employees about the Employee Code of Conduct and other ethical matters on a regular basis. | Ongoing | Manager Human Resources |

Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|-------------|--|
| r.17.11 | Ensure a review deadline is included in all management practices. | Completed | Governance & Corporate Support Coordinator |
| r.17.12 | Ensure the revision history for all policies/plans/procedures is updated as reviews occur, including the Occupational Safety and Health Management Plan. | Completed | Governance & Corporate Support Coordinator |
| r.17.13 | Review the Occupational Safety and Health Management Plan. | Completed | Coordinator Workplace Health and Safety |
| r.17.14 | Review the Work Health and Safety Procedure – Working in Adverse Weather Conditions (February 2018) including the heading to ensure it reflects its intended purpose. Ensure the functions of the Health and Safety Committee are reflected in the procedural document where appropriate. | Completed | Coordinator Workplace Health and Safety |
| r.17.15 | Develop a procedure for managing insurable risks, including the need for officers to actively participate in the insurers annual risk assessment process. | Not Started | Governance & Corporate Support Coordinator |
| r.17.16 | Ensure the six month follow up report is scheduled in the Compliance Calendar. | Completed | Governance & Corporate Support Coordinator |
| r.17.17 | Draft and endorse a management procedure regarding the management of large projects. This would address the question of when a project manager or other external consultants should be hired, as well as additional financial and other risk mitigation strategies. | Not Started | Director Asset Management |
| r.17.18 | Ensure written guidance is provided to officers regarding when the (more extensive) evaluation process ought to occur, rather than allowing price to be the only consideration. | Not Started | Director Asset Management |

Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|-------------|--|
| r.17.19 | Ensure changes to the Shire's control environment are regularly discussed at Organisational Management Team meetings. Draft a short management practice regarding what control changes must be communicated to staff and how they are to be communicated. This may include responses to auditor comments, changes to legislation, policy reviews, management practice reviews, standard operating procedure reviews, etc. | In Progress | Director Corporate and Community Services |
| r.17.20 | HR to conduct a review of individual business area inductions to ensure they are appropriate and are conducted consistently. | Completed | Manager Human Resources |
| r.17.21 | Review the New Employee Acknowledgment of Receipt to ensure all relevant/useful documents are included. This may, for example, include certain policies applicable to most or all employees. | Completed | Manager Human Resources |
| r.17.22 | Ensure IT practices are supported by written procedural documents. Ensure those documents are regularly reviewed. | Ongoing | Manager Information Services |
| r.17.23 | Draft a policy to identify the Shire's standards regarding cyber security. Draft procedural documents to support officers working in this area. | In Progress | Manager Information Services |
| r.17.24 | Reinforce the requirement to record the use of delegations in accordance with statutory requirements. This may be a topic of an internal audit and/or could be addressed in the performance reviews of relevant officers. | Not Started | Governance & Corporate Support Coordinator |
| r.17.25 | Ensure the Policy Review Checklist is either attached to, or referenced in, the relevant standard operating procedure. | Completed | Governance & Corporate Support Coordinator |
| r.17.26 | Begin a program of conducting periodic internal reviews of systems and procedures. This may address discrete topics such as recording the use of delegations or completion of cash acknowledgement forms. | Deferred | Director Corporate and Community Services |
| r.17.27 | Ensure review deadlines are included in council policies, management practices and standard operating procedure. | Completed | Governance & Corporate Support Coordinator |

Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|-------------|--|
| r.17.28 | Draft a management procedure or standard operating procedure for engaging legal advisors. This should provide guidance on how to assess when legal advice is required and who is authorised to approve legal advice being sought. | Not Started | Governance & Corporate Support Coordinator |
| r.17.29 | Consider including employee authority levels regarding the execution of documents in job descriptions. | Deferred | Manager Human Resources |
| r.17.30 | Draft a written procedure for logging records in and out, to assist records officers. | In Progress | Information Management Coordinator |
| r.17.31 | Draft a standard operating procedure for the internal audits of IT software. | Not Started | Manager Information Services |
| r.17.32 | Financial procedures should be reviewed and collated into a comprehensive Financial Procedures Manual. This will help to make procedures and standards clearer for employees to follow. | Ongoing | Manager Financial Services |
| r.17.33 | Draft a standard operating procedure for investigating variances. | In Progress | Manager Financial Services |
| r.17.34 | Continue to regularly reinforce records management protocols including the transfer of finalised documents into TRIM. | Ongoing | Information Management Coordinator |
| r.17.35 | Develop and finalise the User Terms and Conditions. | Ongoing | Information Management Coordinator |
| r.17.36 | Ensure the complete procedure for the approval of financial payments is captured in a written procedure. | Ongoing | Manager Financial Services |
| r.17.37 | Ensure all procedural documents are dated. | Completed | Governance & Corporate Support Coordinator |
| r.17.38 | Ensure that the cash management practice for the Shire is captured in a written procedure. Ensure all facilities where cash is collected have written procedures to support staff managing or handling the cash received. | In Progress | Manager Financial Services |

Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|-------------|--|
| r.17.39 | Conduct periodic audits to ensure that the receipt forms are correctly signed. Ensure all relevant officers are promptly reminded of the correct procedure or receive further training, whenever the form is not correctly signed or completed. | Ongoing | Manager Financial Services |
| r.17.40 | Review the Records Management Procedures Manual. Ensure the manual is reviewed regularly (every two years). | Not Started | Information Management Coordinator |
| r.17.41 | Include the Assets Register review in the Compliance Calendar. | Completed | Governance & Corporate Support Coordinator |
| r.17.42 | Consider expanding the scope of the Compliance Calendar to include legislative compliance matters in other departments. Alternatively, a separate global calendar could be created for this more expansive purpose. Ensure all departments have an adequate system of monitoring legislative compliance. | Completed | Governance & Corporate Support Coordinator |
| r.17.43 | Complete the standard operating procedure for completing CARs before the next CAR deadline. Ensure this addresses the standard of evidence/sampling required to adequately answer the questions. | Completed | Governance & Corporate Support Coordinator |
| r.17.44 | Consider including a consistent 'Governance Updates' section within each Handy Facts newsletter. This will ensure changes to policies, legislation and other governance issues are regularly considered and communicated to employees. | Completed | Governance & Corporate Support Coordinator |
| r.17.45 | Review Complaint Handling Policy to ensure all types of complaints are captured including Public Interest Disclosures and Corruption & Crime Commissions reporting. | Completed | Director Corporate and Community Services |
| r.17.46 | Develop internal procedures to identify adverse trends if this is practicable (e.g. include item on Executive Team agenda for discussion; monitoring external customer and stakeholder feedback). | Completed | Director Corporate and Community Services |

Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|------------------|--|
| r.17.47 | Review the role of the audit committee with particular consideration towards increasing its involvement in matters relating to risk. | Completed | Chief Executive Officer |
| r.17.48 | Ensure adequate training is provided to the independent member of the audit committee in regard to local government practices and the functions of the audit committee. | Not Due to Start | Chief Executive Officer |
| r.17.49 | Incorporate into the Evaluation Report, a declaration to confirm relevant processes and legislative requirements have been met. | Completed | Director Asset Management |
| r.17.50 | Draft and endorse the standard operating procedure to guide the local law review. | Completed | Governance & Corporate Support Coordinator |
| r.17.51 | Ensure local law reviews are begun in time to enable deadlines to be met. The Shire should be aware that this process often requires over a year to complete. | Completed | Governance & Corporate Support Coordinator |

Shire of Esperance
Risk Dashboard Report
November 2024

| Environment management | | | Risk | Control |
|--|----------|--|----------|----------|
| | | | Moderate | Adequate |
| Inadequate prevention, identification, enforcement and management of environmental issues. | | | | |
| Actions | Due Date | Responsibility | | |
| Review Reserve Hierarchy | Dec-25 | Manager Parks and Environment | | |
| Resolve waste water issue at Depot- Propose to remove current washdown bay | Jun-26 | Director Asset Management | | |
| Prioritise the weed strategy | Jun-25 | Manager Parks and Environment | | |
| Review requirement for model waste local laws | Jun-25 | Manager Sustainability and Resource Recovery | | |
| Create SOP for unauthorised native clearing by third parties on Shire land | Jun-25 | Manager Parks and Environment | | |
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| Errors, omissions & delays | | | Risk | Control |
|--|----------|------------------------------|----------|----------|
| | | | Moderate | Adequate |
| Errors, omissions or delays in operational activities as a result of unintentional errors or failure to follow due process including incomplete, inadequate or inaccuracies in advisory activities to customers or internal staff. | | | | |
| Actions | Due Date | Responsibility | | |
| Effective and comprehensive GIS, to provide previously available functionality | Dec-25 | Manager Information Services | | |
| Develop ICT strategy and plan | Dec-25 | Manager Information Services | | |
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| External theft & fraud (Including Cyber) | | | Risk | Control |
|--|----------|--|----------|----------|
| | | | Moderate | Adequate |
| Loss of funds, assets, data or unauthorised access, (whether attempted or successful) by external parties, through any means (including electronic). | | | | |
| Actions | Due Date | Responsibility | | |
| Small plant serial number identification/sign in process | Jun-25 | Manager Asset Operations | | |
| Set up Security and FOBs for all key buildings | Jun-25 | Manager Projects & Buildings | | |
| Investigate and implement cashless options for campground management and online booking system | Jun-25 | Manager Parks & Environment/Manager Recreation and Culture | | |
| Review separation of duties processes | Jun-25 | Manager Financial Services | | |
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| Management of Facilities / Venues / Events | | | Risk | Control |
|---|----------|---|------|----------|
| | | | Low | Adequate |
| Failure to effectively manage the day to day operations of facilities, venues and / or events. | | | | |
| Actions | Due Date | Responsibility | | |
| Increase inspections and documentation of Maintenance and Cleaning schedules | Jun-25 | Manager Projects & Buildings | | |
| Facility module on website | Dec-25 | Manager Marketing & Communications | | |
| Create central point for access to internal information regarding events taking place at venues | Dec-25 | Manager Information Services | | |
| Create permit module in Authority to track traders, use of LG events, food premises etc. | Dec-25 | Supervisor External Service Customer Experience | | |
| Implement scheduling system to notify all relevant business units of events | Dec-25 | Manager Information Services | | |
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| IT or communication systems and infrastructure | | | Risk | Control |
|---|----------|------------------------------|----------|----------|
| | | | Moderate | Adequate |
| Disruption, financial loss or damage to reputation from a failure of information technology systems. Instability, degradation of performance, or other failure of IT or communication system or infrastructure causing the inability to continue business activities and provide services to the community. This may or may not result in IT Disaster Recovery Plans being invoked. | | | | |
| Actions | Due Date | Responsibility | | |
| Test and review Disaster Recovery Plan | Jun-25 | Manager Information Services | | |
| Develop plan for generator use with IT systems | Jun-26 | Manager Information Services | | |
| Sufficient resources (people and infrastructure) in IT | Dec-25 | Manager Information Services | | |
| Adequate systems and expertise in management of the systems | Dec-25 | Manager Information Services | | |
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| Misconduct | | | Risk | Control |
|--|----------|-------------------------|----------|----------|
| | | | Moderate | Adequate |
| Intentional activities intended to circumvent the Code of Conduct or activities in excess of authority, which circumvent endorsed policies, procedures or delegated authority. | | | | |
| Actions | Due Date | Responsibility | | |
| Schedule regular reminders for gift processes | Jun-25 | Executive Assistant | | |
| Increased training on code of conduct/misconduct | Dec-25 | Manager Human Resources | | |
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| Asset Sustainability practices | | | |
|--|--|---------------|----------|
| Risk Context | | | |
| <p>Failure or reduction in service of infrastructure assets, plant, equipment or machinery. These include fleet, buildings, roads and playgrounds and all other assets during their lifecycle from procurement to disposal.</p> <p>Areas included in the scope are; -Inadequate design (not fit for purpose) -Ineffective usage (down time) -Outputs not meeting expectations -Inadequate maintenance activities. -Inadequate financial management and planning (capital renewal plan). <i>It does not include issues with the inappropriate use of the Plant, Equipment or Machinery. Refer Misconduct.</i></p> | | | |
| Potential causes include: | | | |
| Skill level & behaviour of operators | Unavailability of parts | | |
| Lack of trained staff | Lack of formal or appropriate scheduling (maintenance / inspections) | | |
| Outdated equipment | Unexpected breakdowns | | |
| Insufficient budget to maintain or replace assets | | | |
| Key Controls | Type | Reviewed Date | Rating |
| Procurement Process (New asset determination) | Preventative | Nov-24 | Adequate |
| Disposal Process | Preventative | Nov-24 | Adequate |
| Roads Routine Maintenance Program | Preventative | Nov-24 | Adequate |
| Roads / drainage asset inspections | Preventative | Nov-24 | Adequate |
| Plant and equipment routine maintenance program | Preventative | Nov-24 | Adequate |
| Buildings routine maintenance program | Preventative | Nov-24 | Adequate |
| Fleet Management System | Preventative | Nov-24 | Adequate |
| Asset replacement program | Preventative | Nov-24 | Adequate |
| Statutory requirements (licencing, etc) in place | Preventative | Nov-24 | Adequate |
| All maintenance and repairs are documented | Preventative | Nov-24 | Adequate |
| Reactive maintenance | Recovery | Nov-24 | Adequate |
| Equipment hire available if needed | Recovery | Nov-24 | Adequate |
| Review of Asset Management Processes | Preventative | Nov-24 | Adequate |
| Review of Asset Management Plans | Preventative | Nov-24 | Adequate |
| Asset specific risk assessment process and reporting on high risk asset | Preventative | Nov-24 | Adequate |
| Heritage 'Assets' Management Program | Preventative | Nov-24 | Adequate |

| Control Assurance | | | | |
|--------------------------------------|--------------------|-----------------------|----------|--|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Manager Asset Planning & | Yes | Yes | Yes | |
| Manager Asset Planning & | Yes | Yes | Yes | |
| Manager Asset Operations | No | Yes | Yes | Daily meetings with team to discuss road maintenance priorities Review of maintenance programs completed September 2022 |
| Manager Asset Operations | No | Yes | Yes | Undocumented process in place to ensure all roads in the Shire are inspected every 3 months. GIS system to improve this process implemented. |
| Manager Asset Operations | Yes | Yes | Yes | MEX program implemented |
| Manager Projects & Buildings | No | Yes | Yes | Future program to roll into Mex |
| Manager Asset Operations | Yes | Yes | Yes | MEX program implemented |
| Manager Asset Planning & | Yes | Yes | Yes | |
| Manager Asset Operations | Yes | Yes | Yes | |
| Manager Asset Planning & | Yes | Yes | Yes | |
| Manager Asset Planning & | Yes | Yes | Yes | |
| Manager Asset Operations | Yes | Yes | Yes | |
| Director Asset Management | Yes | Yes | Yes | SAMP - to be reviewed 4 yearly |
| Director Asset Management | Yes | Yes | Partial | Ongoing improvements, some Plans have been reviewed others are still to be reviewed. Schedule of reviews developed to occur on 3 yearly basis. |
| Director Asset Management | No | | | Not documented, as required. |
| Manager Asset Planning & Development | Yes | Partial | Yes | Local heritage survey - management program to be reviewed |

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|--|-----------------------|----------|--------------------------------------|
| Stock Management | Preventative | Nov-24 | Adequate |
| Pre-start inspections | Detective | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |
| Actions | Date Added | Due Date | Responsibility |
| Develop SOPs for plant and equipment | Jan-21 | Dec-25 | Manager Asset Operations |
| Develop SOPs for fleet management | Jan-21 | Dec-25 | Manager Asset Operations |
| Develop SOPs for building routine maintenance | Jan-21 | Dec-25 | Manager Projects & Buildings |
| Review SOPs for workshop equipment | Jan-21 | Dec-25 | Manager Asset Operations |
| Implement risk assessment processes for high risk Assets | Oct-18 | Jun-26 | Manager Asset Planning & Development |
| Building routine maintenance to be incorporated into MEX | Oct-22 | Dec-25 | Manager Projects & Buildings |
| Identify end users as a key stakeholder in the project management plan for capital and major replacements/upgrades of assets | Nov-24 | Dec-25 | Manager Projects & Buildings |
| Create SOP for prioritising annual works programs | Nov-24 | Dec-25 | Manager Asset Planning & Development |
| Consequence Category | Risk Ratings | | Rating |
| Financial | Consequence: | | Minor (2) |
| | Likelihood: | | Possible (3) |
| | Overall Risk Ratings: | | Moderate |

| | | | | |
|--------------------------|-----|-----|-----|-----------------|
| Manager Asset Operations | Yes | Yes | Yes | |
| Manager Asset Operations | Yes | Yes | Yes | Rolling out MEX |

[illegible]

| Business & Community disruption | | | |
|--|----------------------------|---------------|------------|
| Risk Context | | | |
| Failure to adequately prepare and respond to events that cause disruption to the local community and / or normal business activities. This could be a natural disaster, weather event, or an act carried out by an external party (e.g. sabotage / terrorism). | | | |
| This includes: -Lack of (or inadequate) emergency response / business continuity plans. -Lack of training for specific individuals or availability of appropriate emergency response. -Failure in command and control functions as a result of incorrect initial assessment or untimely awareness of incident. -Inadequacies in environmental awareness and monitoring of fuel loads, curing rates etc. <i>This does not include disruptions due to IT Systems or infrastructure related failures - refer "Failure of IT & communication systems and infrastructure".</i> | | | |
| Potential causes include: | | | |
| Cyclone, storm, fire, earthquake | Extended utility outage | | |
| Terrorism / sabotage / criminal behaviour | Economic Factors | | |
| Epidemic / Pandemic | Loss of key staff | | |
| Loss of suppliers | Loss of key infrastructure | | |
| Key Controls | Type | Reviewed Date | Rating |
| Local Emergency Management Arrangements (LEMA) | Preventative | Nov-24 | Adequate |
| Bushfire Risk Management Plan | Preventative | Nov-24 | Adequate |
| Volunteer management | Preventative | Nov-24 | Adequate |
| Community 'all hazard' education | Preventative | Nov-24 | Adequate |
| Business Continuity Framework (Policy, Procedures & Plans) | Preventative | Nov-24 | Adequate |
| Internal Emergency Management Plan | Preventative | Nov-24 | Adequate |
| Generator | Recovery | Nov-24 | Inadequate |
| I.T. Disaster Recovery Process | Recovery | Nov-24 | Adequate |
| Workforce Plan | Preventative | Nov-24 | Adequate |

| Control Assurance | | | | |
|-------------------------------------|--------------------|-----------------------|----------|---|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Manager Ranger & Emergency Services | Yes | Yes | Yes | Council November OCM |
| Manager Ranger & Emergency Services | Yes | Yes | Yes | Completed Sept 2021 |
| Manager Human Resources | Yes | Yes | Yes | Volunteer policy and management practice in place. Induction manual completed and volunteer code of conduct available. |
| Manager Ranger & Emergency Services | Yes | Yes | Yes | Processes in place and information available, ongoing development. |
| Chief Executive Officer | Yes | Yes | Yes | 22/10/2020: comments that the continuity plan is not set up for pandemic situations noted that this is more around resourcing rather than the framework. Noted that this is a high level document and we may require lower level plans to support - LGIS to review. |
| Chief Warden | Yes | Yes | Yes | Outcentre procedures developed. 2 year reviews |
| Manager Projects & Buildings | No | | | |
| Manager Information Services | Yes | Yes | Partial | 2020: changed title to process rather than plan. Noted that the process is adequate, the Plan has been developed but needs updating. |
| Manager Human Resources | Yes | Yes | Yes | plan has been updated and endorsed. |

| Business & Community disruption | | | |
|--|-----------------------|----------|------------------------------|
| Volunteer training (Bushfire) | Preventative | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |
| Actions | Date Added | Due Date | Responsibility |
| Develop Generator action plan | Jul-18 | Jun-25 | Manager Projects & Buildings |
| Test and review IT Disaster recovery plan | Jul-18 | Jul-25 | Manager Information Services |
| Review Business Continuity Plan with operational teams | Oct-22 | Jun-25 | Chief Executive Officer |
| Develop cyber response plan | Oct-22 | Jul-25 | Manager Information Services |
| Airport Business Continuity Plan | Nov-24 | Jun-25 | Manager Economic Development |
| Increased communication and awareness in emergency evacuation processes | Nov-24 | Jun-25 | Chief Warden |
| align safety officers and fire wardens to report to WHS committee and creating management practice | Apr-25 | Sep-25 | Chief Warden/WHs |
| | | | |
| Consequence Category | Risk Ratings | | Rating |
| Service Interruption / Reputation | Consequence: | | Major (4) |
| | Likelihood: | | Unlikely (2) |
| | Overall Risk Ratings: | | Moderate |

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|-------------------------------------|-----|-----|-----|--|
| Manager Ranger & Emergency Services | Yes | Yes | Yes | New WHS process for training implemented. Working with farmers to differentiate between volunteer and farmer response. |
|-------------------------------------|-----|-----|-----|--|

| Status of Actions | Comments |
|--|--|
| Aug 20: Generator purchased for airport, issues with install being reviewed and no ETA for this has been provided. Standby generator to be installed at Admin (old Wylie Bay genset). 23/12/2019: new generator on order for airport. Old airport generator will be installed permanently at the depot for emergencies. Amend due date from Dec 19. 30/06/2021: Budget bid for installation of generator in included in next years budget 17/10/2022: update due date from June 2022. Oct 2024: Electrical design being conducted for Depot Generator Apr 2025: upgrade to switchboard required to allow changeover | |
| August 2020: Still in development, delayed due to staff leaving/COVID In progress, testing planned for Jan 2019. Amend date from June 2020. June 2019: Still in progress amend date from Feb 2019. June 2021: DR Plan is approved by the Audit Committee and Council. Still need to update forms and test. 05/09/2022: Also need to test & review the 'Records Disaster Recovery Plan' at the same time. 21/10/2022: to be reviewed and updated. Update due date from June 2022. Oct 2024: the DR Plan is being rewritten to incorporate the findings of the OAG review into LG ICT Disaster Recovery Planning | Duplicate Action in IT or communication systems and infrastructure profile |
| Oct 2024: Deferred - does not sit with WHS Nov 24: determined that this is something EMT need to discuss as to who is responsible for administering the plan/s Apr 2025: requested quote from LGIS for review | Include pandemic information? |
| Oct 2024: Work on the Cyber Response Plan is continuing as resources allows. | |
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| Compliance requirements | | | |
|--|--|---------------|-----------|
| Risk Context | | | |
| <p>Failure to fulfil Compliance requirements (statutory, regulatory)</p> <p>Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This includes, new or proposed regulatory and legislative changes, in addition to the failure to maintain updated internal & public domain legal documentation.</p> <p>It includes (amongst others) the Local Government Act, Planning & Development Act, Health Act, Building Act, Dog Act, Cat Act, Freedom of Information Act and all other legislative based obligations for Local Government.</p> <p><i>It does not include Work Health & Safety Act (refer "Inadequate safety and security practices") or any Employment Practices based legislation (refer "Ineffective Employment practices").</i></p> | | | |
| Potential causes include: | | | |
| Lack of training, awareness and knowledge | Lack of Legal Expertise | | |
| Staff / Councillor Turnover | No Compliance Officer or person responsible for Compliance oversight and enforcement | | |
| Inadequate record keeping/ failure of corporate electronic systems | Breakdowns in the tender or procurement process | | |
| Ineffective policies & processes | Ineffective monitoring of changes to legislation | | |
| Key Controls | Type | Reviewed Date | Rating |
| Compliance framework / calendar | Preventative | Nov-24 | Adequate |
| 'Advice' monitoring (subscriptions & memberships) | Preventative | Nov-24 | Adequate |
| Aquatic facilities monitoring | Preventative | Nov-24 | Adequate |
| Annual Compliance Return | Detective | Nov-24 | Adequate |
| Local laws review process | Preventative | Nov-24 | Adequate |
| Procurement Controls | Preventative | Nov-24 | Adequate |
| Financial interest return | Detective | Nov-24 | Adequate |
| Training and Induction Process - Councillors | Preventative | Nov-24 | Adequate |
| Training Induction Process - Staff | Preventative | Nov-24 | Adequate |
| Delegation Register | Preventative | Nov-24 | Adequate |
| Council report items identify statutory implications | Preventative | Nov-24 | Adequate |
| CM Work flow notification process | Preventative | Nov-24 | Adequate |
| External Compliance policy | Preventative | Nov-24 | Adequate |
| Maintaining compliance with civil aviation act and regs | Preventative | Nov-24 | Effective |
| Audits | Detective | Nov-24 | Adequate |

| Control Assurance | | | | |
|--|--------------------|-----------------------|----------|--|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Director Corporate and Community Services | Yes | Yes | Yes | Included in EMT meetings monthly. |
| CEO/Information Management Coordinator | No | | | Notifications from third parties providing information on updates to processes and legislation etc. |
| Manager Development Services | Yes | Yes | Yes | |
| Director Corporate and Community Services | Yes | Yes | Yes | Sent to Department of Local Government in March each year. |
| Coordinator Governance and Corporate Support | Yes | Yes | Yes | required to be reviewed every 8 years - register tracks when each are due for review. |
| Director Corporate and Community Services | Yes | Yes | Yes | |
| CEO | Yes | Yes | Yes | |
| Executive Assistant | Yes | Yes | Yes | |
| Manager Human Resources | Yes | Yes | Yes | |
| Coordinator Governance and Corporate Support | Yes | Yes | Yes | reviewed by Council every 12 months SOP developed - investigate programs |
| CEO | Yes | Yes | Yes | Noted that some cloned reports don't have current statutory/strategic information included as these need to be manually changed. |
| Manager Information Services | No | | | CM has been upgraded - action in Document Management profile |
| Manager Development Services | Yes | Partial | Yes | Policy adopted by Council early 2022. Review of active compliance matters against the policy has been completed and awaiting council review/consideration. Community education initiatives underway. |
| Manager Economic Development | Yes | Yes | Yes | Annual/Biennial audits undertaken - mix of external audits and updating manuals which are then signed off by external parties. |
| Director Corporate and Community Services | Yes | Yes | Yes | Internal audit approach processes |

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|--|------------------------------|-----------------|--|
| Regulation 17 review of processes, systems and procedures | Preventative | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |
| Actions | Date Added | Due Date | Responsibility |
| Develop SOPs on compliance. | Oct-18 | Jun-25 | Manager Development Services |
| Review induction process | Oct-22 | Jun-25 | Manager Human Resources |
| Implementing standardised delegation register for recording use of delegations | Nov-24 | Jun-25 | Supervisor External Services Customer Experience |
| Investigate training opportunities for delegations (officer level) | Nov-24 | Dec-25 | Coordinator Governance & Corporate Support |
| Review procurement controls with implementation of procure to pay | Nov-24 | Sep-25 | Manager Financial Services |
| | | | |
| | | | |
| Consequence Category | Risk Ratings | | Rating |
| Reputation, Financial | Consequence: | | <i>Moderate (3)</i> |
| | Likelihood: | | <i>Unlikely (2)</i> |
| | Overall Risk Ratings: | | Moderate |

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|---|----|--|--|--|
| Director Corporate and Community Services | No | | | Review in progress, SOP to be developed following completion of process. |
|---|----|--|--|--|

| Status of Actions | Comments |
|--|----------|
| Working through various SOPs at the moment, in particular Dog Attacks, Compliance. Sharks Policy update due to be put up at December 22 OCM, management practice to follow. Advised that no due date is provided at this stage as currently staff are focussing on other areas. Once Ranger SOPs are completed, will move onto Waste/Health areas. | |
| Oct 2024: A gap analysis has been completed for all areas of waste and health to determine where an SOP is in place that needs to be reviewed and if a new SOP is required. This information is captured in a spreadsheet for tracking and reporting. | |
| Oct 2024: HR have reviewed Work Metrics Induction module with the aim of developing and implementing in 2024/25. | |
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| Document Management processes | | | |
|---|--|---------------|-----------|
| Risk Context | | | |
| Failure to adequately capture, store, archive, retrieve, provide or dispose of documentation. This includes: -Contact lists. -Procedural documents, personnel files, complaints. -Applications, proposals or documents. -Contracts. -Forms or requests. | | | |
| Potential causes include: | | | |
| Incompatible systems | Outdated record keeping practices | | |
| Inadequate access and / or security levels | Lack of system/application knowledge | | |
| Inadequate Storage facilities (including climate control) | High workloads and time pressures | | |
| High Staff turnover | Standard Operating Policies not followed | | |
| Key Controls | Type | Reviewed Date | Rating |
| Document receipt process (scanned, registered, dated & actioned) | Preventative | Nov-24 | Effective |
| Records Management system (Authority/Trim) | Preventative | Nov-24 | Effective |
| Documentation archival / storage process | Preventative | Nov-24 | Effective |
| Records Management Processes / Manual | Preventative | Nov-24 | Adequate |
| Records disaster recovery plan | Recovery | Nov-24 | Adequate |
| Training and induction | Preventative | Nov-24 | Adequate |
| Councillor training in records management procedure | Preventative | Nov-24 | Adequate |
| Records management security | Preventative | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |

| Control Assurance | | | | |
|------------------------------------|--------------------|-----------------------|----------|---|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Manager Information Services | Yes | Yes | Yes | Noted this should not be excellent as still working through digitisation backlog Receipt process for new documents is effective, working through backlogs of information. |
| Manager Information Services | Yes | Yes | Yes | |
| Manager Information Services | Yes | Yes | Yes | Set process determined by record keeping plan, due for review 2025 |
| Manager Information Services | Yes | Yes | Yes | |
| Manager Information Services | Yes | Yes | Yes | |
| Manager Information Services | Yes | Yes | Yes | Noted that further training in CM is beneficial after approximately 3 weeks one staff have begun using the system. Records staff monitor key users to arrange for further training. |
| Coordinator Information Management | Yes | Yes | Yes | Regular training held with Councillors - records to be sent to Shire email for Records staff to save in CM |
| Manager Information Services | Yes | Yes | Yes | Security issues hard to identify as most are due to staff input errors. Currently undertaking audit of CM activity. |

| Employment practices | | | |
|--|---|---------------|----------|
| Risk Context | | | |
| Failure to effectively manage and lead human resources (full-time, part-time, casuals, temporary and volunteers). | | | |
| This includes: -Not having appropriately qualified or experienced people in the right roles. -Insufficient staff numbers to achieve objectives. -Breaching employee regulations. -Discrimination, harassment & bullying in the workplace. -Poor employee wellbeing (causing stress). -Key person dependencies without effective succession planning in place. -Industrial activity. | | | |
| Potential causes include: | | | |
| Leadership failures | Ineffective performance management programs or procedures | | |
| Key / single-person dependencies | Limited staff availability - labour market conditions | | |
| Poor internal communications / relationships | Inadequate induction practices | | |
| Ineffective Human Resources policies, procedures and practices | Inconsistent application of policies | | |
| Key Controls | Type | Reviewed Date | Rating |
| Induction & onboarding process (including Code of Conduct) | Preventative | Nov-24 | Adequate |
| Organisational training and development | Preventative | Nov-24 | Adequate |
| Performance Management process (discipline / reviews) | Preventative | Nov-24 | Adequate |
| Staff offboarding process | Preventative | Nov-24 | Adequate |
| Workforce Planning | Preventative | Nov-24 | Adequate |
| Volunteer Management (exc. Emergency) | Preventative | Nov-24 | Adequate |
| Review of HR policies and procedures | Preventative | Nov-24 | Adequate |

| Control Assurance | | | | |
|-------------------------|--------------------|-----------------------|----------|--|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Manager Human Resources | Yes | Yes | Yes | Core HR induction processes are adequate, teams need to make improvements on area specific inductions for their staff. Onboarding processes to be improved. |
| Manager Human Resources | Yes | Yes | Yes | Noted that recording of training records needs improvement, particularly for those staff who have existing qualifications/tickets when commencing with us. Advised that in some cases this has been provided by the employee and is lost or not recorded in the system. Training registers have improved with cross-departmental collaboration to capture information in this regard and provide ongoing monitoring. Need to ensure compliance with changes in legislation, such as new licences required under WHS Act. |
| Manager Human Resources | Yes | Yes | Yes | Processes are adequate. Management/supervisory staff require further training and to hold their staff accountable. |
| Manager Human Resources | Yes | Yes | Yes | Offboarding process to be put in place similar to onboarding commencement form |
| Manager Human Resources | Yes | Yes | Yes | Current workforce plan 2017-2021. Noted that retention of Business Analyst position is necessary to assist the organisation with efficiencies and workflows. |
| Manager Human Resources | Partial | Yes | Yes | Policy complete. |
| Manager Human Resources | Partial | Yes | Yes | Policies documented, need to be updated to capture WHS legislation and change to state system. SOPs need to be documented |

| Retention of corporate knowledge | Preventative | Nov-24 | Adequate |
|--|-----------------------|----------|-------------------------|
| Adequate Staff for service requirements | Preventative | Nov-24 | Adequate |
| Volunteer Management (Emergency) | Preventative | Nov-24 | Adequate |
| Employee Survey | Detective | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |
| Actions | Date Added | Due Date | Responsibility |
| Establish HR SOPs (document control, approval and communication processes) | Jul-18 | Jun-25 | Manager Human Resources |
| Identify Critical Roles within the organisation | Jan-21 | Mar-25 | Manager Human Resources |
| improve cross organisational communication | Nov-24 | Dec-25 | OMG |
| educate staff on performance management/griveance process | Nov-24 | Dec-25 | Manager Human Resources |
| review performance review documentation - matrix for performance | Nov-24 | Dec-25 | Manager Human Resources |
| implement internal recruitment onboarding processes | Nov-24 | Dec-25 | Manager Human Resources |
| | | | |
| | | | |
| | | | |
| | | | |
| Consequence Category | Risk Ratings | | Rating |
| Compliance, Health, Reputational, Financial | Consequence: | | Minor (2) |
| | Likelihood: | | Unlikely (2) |
| | Overall Risk Ratings: | | Low |

| | | | | |
|---------------------------------------|---------|-----|---------|--|
| Manager Human Resources | Partial | Yes | Partial | Succession planning and retention of corporate knowledge requires development across the organisation. Progressing SOP development. |
| CEO | Yes | Yes | Yes | Noted that there are training/skills gaps for staff, generally in historical roles or due to internal movements. |
| Manager Ranger and Emergency Services | Yes | Yes | Yes | Spontaneous volunteer SOP developed - part of local recovery plan. |
| Manager Human Resources | Yes | Yes | Yes | Last undertaken in 2024. |

| Status of Actions | Comments |
|---|----------|
| in progress, being completed as resources are available 30/06/2021: SOP's are being developed as time permits. 04/02/2022: amended due date from Dec 21 to June 22 05/09/2022: Review of HR documentation workflow being undertaken. SOP to be developed post review. Volunteer management Oct 2024: HR team have been heavily involved in updating new employee documents and updating Authority. | |
| Form part of workforce plan - to be reviewed shortly 17/12/2019: amend due date from Dec 19 30/06/2021: Business Continuity Plan is currently being reviewed. Critical roles in relation to incidents have been identified in this Plan. 04/02/2022: amended due date from Dec 21 to June 22 05/09/2022: As part of EBA process review undertaken critical roles identified and remuneration anomalies identified.o. New Classification definitions established. Oct 2024: Not started | |
| | |
| suggested matrix ideas - need option between not meeting and meeting requirements. More guidance on how to score someone for each level. | |
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| Engagement practices | | | |
|---|---|---------------|-----------|
| Risk Context | | | |
| Failure to maintain effective working relationships with the Community (including local Media), Stakeholders, Key Private Sector Companies, Government Agencies and / or Elected Members. This includes activities where communication, feedback or consultation is required and where it is in the best interests to do so. | | | |
| For example: -Following up on any access & inclusion issues -Infrastructure Projects -Local planning initiatives -Strategic planning initiatives <i>This does not include instances whereby Community expectations have not been met for standard service provisions such as Community Events, Library Services and / or Bus/Transport services.</i> | | | |
| Potential causes include: | | | |
| Relationship breakdowns with community groups | Short lead times | | |
| Leadership inattention to current issues | Miscommunication / poor communication | | |
| Inadequate documentation or procedures | Inadequate Regional or District Committee attendance. | | |
| Budget / funding issues | Inadequate involvement with, or support of community groups | | |
| Key Controls | Type | Reviewed Date | Rating |
| Stakeholder interaction/consultation relating to various department projects | Preventative | Nov-24 | Adequate |
| Social media monitoring | Preventative | Nov-24 | Effective |
| Facilitate local volunteering | Preventative | Nov-24 | Adequate |
| Support local Volunteer groups | Preventative | Nov-24 | Adequate |
| Community/media communications (public notices / local papers / website / message boards) | Preventative | Nov-24 | Effective |
| Complaints management process | Recovery | Nov-24 | Adequate |
| Dedicated staff resources | Preventative | Nov-24 | Adequate |
| Community Perceptions Survey | Preventative | Nov-24 | Adequate |

| Control Assurance | | | | |
|--|--------------------|-----------------------|----------|---|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| CEO | Yes | Yes | Yes | Delivery of information to the media team needs to be timely. |
| Manager Marketing and Communications | Yes | Yes | Yes | Continually updating processes and availability of systems. Upskill/training of staff as necessary. |
| Volunteer Resource Centre Coordinator | Yes | Yes | Yes | EVRC facilitates local volunteering in the community providing training and support to local volunteer involving organisations, as well as promoting volunteer opportunities within them. |
| Community Development & Events Manager | Yes | Yes | Yes | Community Development and Events Team work with existing sporting and volunteer groups to ensure funding and development opportunities. |
| Manager Marketing and Communications | Yes | Yes | Yes | |
| CEO | Yes | Yes | Yes | |
| CEO | Yes | Yes | Yes | |
| Manager Marketing and Communications | Yes | Yes | Yes | To occur 2023. |

| Disability access and inclusion plan | Preventative | Nov-24 | Adequate |
|--|-----------------------|----------|---|
| Communication and Engagement Strategy | Preventative | Nov-24 | Adequate |
| Consultation requirements with Council agenda report items | Preventative | Nov-24 | Effective |
| Overall Control Ratings: | | | Adequate |
| Actions | Date Added | Due Date | Responsibility |
| Finalise draft internal engagement plan | Oct-22 | Jun-25 | Manager Marketing and Communications |
| Social media record keeping SOPs | Oct-22 | Dec-25 | Manager Marketing and Communications |
| FAQ document for customer service staff to be continually updated. Process to be created for this. | Nov-24 | Jun-25 | Supervisor Asset Administration / Supervisor External Service Customer Experience |
| Review DAIP | Nov-24 | Jun-25 | Manager Development Services |
| Reassess social media use, including all pages | Nov-24 | Dec-25 | Manager Marketing and Communications |
| Update communication and engagement strategy | Nov-24 | Dec-25 | Manager Marketing and Communications |
| | | | |
| Consequence Category | Risk Ratings | | Rating |
| Reputation | Consequence: | | Minor (2) |
| | Likelihood: | | Possible (3) |
| | Overall Risk Ratings: | | Moderate |

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|--------------------------------------|-----|-----|-----|--|
| Manager Development Services | Yes | Yes | Yes | Plan endorsed, working group in place. Noted that the DAIP Working Group should review all applications received for Shire projects as most are reviewed against Aus Standards which can be not practical from a DAIP perspective. SOP/MIP to be developed for this process/update existing SOPs for this process? Staff to receive training to increase understanding of DAIP requirements. Require commitment from Staff to consider DAIP in BAU. |
| Manager Marketing and Communications | Yes | Yes | Yes | |
| Executive Assistant | Yes | Yes | Yes | |

| Status of Actions | Comments |
|---|----------|
| Oct 2024: Not started | |
| SOPs to be developed in conjunction with Records. | |
| Oct 2024: Not started | |
| | |
| Provided to DAIP members for feedback. | |
| | |
| | |
| | |

| Environment management | | | |
|--|--|---------------|----------|
| Risk Context | | | |
| <p>Inadequate prevention, identification, enforcement and management of environmental issues.</p> <p>The scope includes;</p> <ul style="list-style-type: none"> -Lack of adequate planning and management of coastal erosion issues. -Failure to identify and effectively manage contaminated sites (including groundwater usage). -Waste facilities (landfill / transfer stations). -Weed & mosquito / Vector control. -Ineffective management of water sources (reclaimed, potable) -Illegal dumping. -Illegal clearing / land use. | | | |
| Potential causes include: | | | |
| Inadequate management of landfill sites | Inadequate reporting / oversight frameworks | | |
| Lack of understanding / knowledge | Community apathy | | |
| Inadequate local laws / planning schemes | Differing land tenure (land occupancy or ownership conditions) | | |
| Prolific extractive industry (sand, limestone, etc.) | Competing land use (growing population vs conservation) | | |
| Key Controls | Type | Reviewed Date | Rating |
| Environment management monitoring | Preventative | Nov-24 | Adequate |
| Recreational water monitoring | Preventative | Nov-24 | Adequate |
| Drinking water monitoring | Preventative | Nov-24 | Adequate |
| Biosecurity monitoring | Reactive | Nov-24 | Adequate |
| Mosquito monitoring | Preventative | Nov-24 | Adequate |
| Community education & engagement e.g. schools (Waste) | Preventative | Nov-24 | Adequate |
| Bushfire risk mitigation | Preventative | Nov-24 | Adequate |
| Support volunteer environment management groups and community | Preventative | Nov-24 | Adequate |
| Environmental monitoring, testing and inspection programs (waste) | Preventative | Nov-24 | Adequate |
| Waste Management Policies and procedures | Preventative | Nov-24 | Adequate |
| Weed control | Preventative | Nov-24 | Adequate |

| Control Assurance | | | | |
|---|--------------------|-----------------------|----------|---|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Manager Parks and Environment | Yes | Yes | Yes | |
| Manager Development Services | Yes | Yes | Yes | |
| Manager Development Services | Yes | Yes | Yes | |
| Manager Sustainability and Resource Recovery/Manager Development Services/Manager Ranger and Emergency Services | Yes | Yes | Yes | waste acceptance, animal management facility, general biosecurity threats. |
| Manager Development Services | Yes | Yes | Yes | Seasonal |
| Manager Sustainability and Resource Recovery | Yes | Yes | Yes | Council adoption of community engagement strategy for FOGO, progressively being implemented. |
| Manager Ranger & Emergency Services | Yes | Yes | Yes | bushfire risk mitigation plan - reviewed 5 yearly, next due 2026. Works completed subject to funding. |
| Manager Parks and Environment | Yes | Yes | Yes | Reported through monthly reporting. Monitored and acquitted through grant processes. |
| Manager Sustainability and Resource Recovery | Yes | Yes | Yes | |
| Manager Sustainability and Resource Recovery | Yes | Yes | Yes | |
| Manager Parks and Environment | Yes | Yes | Yes | Weed and seed training with outdoor staff and supervisors. |

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| Implementation of Native vegetation clearing permits | Preventative | Nov-24 | Adequate |
|---|--------------|----------|-------------------------------|
| Reporting unauthorised native vegetation clearing by external parties on Shire land | Reactive | Nov-24 | Adequate |
| Review Reserve Management Orders | Preventative | Nov-24 | Adequate |
| Town Planning Scheme | Preventative | Nov-24 | Effective |
| Coastal Hazard Adaptation Strategy | Preventative | Nov-24 | Adequate |
| Coastal Management Plan | Preventative | Nov-24 | Adequate |
| Dempster Head Management Plan | Preventative | Nov-24 | Adequate |
| Playground and Public Open Space Strategy | Preventative | Nov-24 | Adequate |
| Pink Lake Feasibility Study | Preventative | Nov-24 | Adequate |
| Waste Management external audit and compliance with acts and regulations | Detective | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |
| Actions | Date Added | Due Date | Responsibility |
| Review Reserve Hierarchy | Oct-22 | Dec-25 | Manager Parks and Environment |
| Resolve waste water issue at Depot- Propose to remove current washdown bay | May-18 | Jun-26 | Director Asset Management |
| Prioritise the weed strategy | Sep-18 | Jun-25 | Manager Parks and Environment |

| | | | | |
|--|---------|-----|-----|--|
| Director Asset Management | Yes | Yes | Yes | Information included in Intramaps. Construction and environmental officer meetings, as required. |
| Manager Parks and Environment | Partial | Yes | Yes | |
| Manager Parks and Environment | Yes | Yes | Yes | Discuss with Planning - mandatory. |
| Manager Development Services | Yes | Yes | Yes | |
| Manager Parks and Environment | Yes | Yes | Yes | |
| Manager Parks and Environment | Yes | Yes | Yes | |
| Manager Parks and Environment | Yes | Yes | Yes | |
| Manager Parks and Environment | Yes | Yes | Yes | |
| Manager Parks and Environment | Yes | Yes | Yes | |
| Manager Sustainability and Resource Recovery | Yes | Yes | Yes | Waste local law drafted. |

| Status of Actions | Comments |
|---|----------|
| Oct 2024: Not started Commenced, Jeanette working through. | |
| June 2019: AM Managers advised that pound is required to be moved prior to this being completed. 22/10/2020: amend due date from Jun 20. 16/05/2022: amend due date from Jun 21 to Jun 23. Oct 2024: Not started 25/26 budget | |
| Possible local law - dependant on motion to be discussed at August 2020 Council Meeting. priorities to be determined based on budget/resources Oct 2024: Not started To be completed this financial year, Kat W working on. | |

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|--|-----------------------|--------|--|--|
| Review requirement for model waste local laws | Jun-18 | Jun-25 | Manager Sustainability and Resource Recovery | 10/12/2019: Amended due date to 2021 as process not yet started and will take approximately 12 months to complete. To be developed in conjunction with 3rd bin system. Process should begin first quarter of 2020. 22/10/2020: Not looking at putting this to Council as includes FOGO so not much need at this stage. Will be more necessary when 3rd bin is introduced. 30/06/2021: To be reviewed once the Myrup Waste Transfer Station design is complete as this could affect the Local Law Oct 2024: A waste local law has been drafted and consultation is currently underway prior to finalisation. |
| Create SOP for unauthorised native clearing by third parties on Shire land | Nov-24 | Jun-25 | Manager Parks and Environment | |
| | | | | |
| | | | | |
| Consequence Category | Risk Ratings | | Rating | |
| Environment, Reputation, Financial | Consequence: | | Moderate (3) | |
| | Likelihood: | | Possible (3) | |
| | Overall Risk Ratings: | | Moderate | |

| Errors, omissions & delays | | | |
|--|------------------------|---------------|----------|
| Risk Context | | | |
| Errors, omissions or delays in operational activities as a result of unintentional errors or failure to follow due process including incomplete, inadequate or inaccuracies in advisory activities to customers or internal staff. | | | |
| Examples include: -Incorrect planning, development, building, community safety and Emergency Management advice -Incorrect health or environmental advice -Inconsistent messages or responses from Customer Service Staff -Any advice that is not consistent with legislative requirements or local laws. -Human error -Inaccurate recording, maintenance, testing or reconciliation of data. -Inaccurate data being used for management decision-making and reporting. -Delays in service to customers <i>This excludes process failures caused by inadequate / incomplete procedural documentation - refer "Inadequate Document Management Processes".</i> | | | |
| Potential causes include: | | | |
| Human error | Incorrect information | | |
| Inadequate formal procedures or training | Miscommunication | | |
| Lack of trained staff | Work pressure / stress | | |
| Unrealistic expectations from community, council or management | Health issues | | |
| Poor use of check sheets / FAQ's | Lack of understanding | | |
| Key Controls | Type | Reviewed Date | Rating |
| Employment of appropriately skilled and qualified staff | Preventative | Nov-24 | Adequate |
| Facilities/Works documented procedures & monitoring | Preventative | Nov-24 | Adequate |
| Staff training program (mentoring, formal & on-the-job) | Preventative | Nov-24 | Adequate |
| Documented information sheets / website information / FAQ's to assist customer service staff in providing advice to customers | Preventative | Nov-24 | Adequate |
| Complaints resolution process | Recovery | Nov-24 | Adequate |
| External resources (advisory support) | Preventative | Nov-24 | Adequate |
| Adequate systems and software | Preventative | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |

| Control Assurance | | | | |
|---|--------------------|-----------------------|----------|--|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| CEO | Yes | Yes | Yes | |
| All facility managers | Yes | Yes | Yes | SOPs in development, see Asset Sustainability Profile |
| Manager Human Resources | Yes | Yes | Yes | |
| Manager Marketing and Communications | Yes | Yes | Yes | |
| Director Corporate and Community Services | Yes | Yes | Yes | |
| CEO | No | | | |
| Manager Information Services | | | | Noted that ESRI and Authority functionality could be improved, along with user's knowledge of the systems. |

| Actions | Date Added | Due Date | Responsibility |
|--|------------|----------|------------------------------|
| Effective and comprehensive GIS, to provide previously available functionality | Nov-24 | Dec-25 | Manager Information Services |
| Develop ICT strategy and plan | Nov-24 | Dec-25 | Manager Information Services |
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| Consequence Category | Risk Ratings | Rating |
|-------------------------|-----------------------|--------------|
| Reputation / Compliance | Consequence: | Minor (2) |
| | Likelihood: | Possible (3) |
| | Overall Risk Ratings: | Moderate |
| | | |

| Status of Actions | Comments |
|---|----------|
| Apr 2025: currently recruiting for employee to assist with ESRI | |
| | |
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| External theft & fraud (Including Cyber) | | | |
|--|---|---------------|--|
| Risk Context | | | |
| Loss of funds, assets, data or unauthorised access, (whether attempted or successful) by external parties, through any means (including electronic). | | | |
| For the purposes of: -Fraud: benefit or gain by deceit -Malicious Damage: hacking, deleting, breaking or reducing the integrity or performance of systems -Theft: stealing of data, assets or information | | | |
| Potential causes include: | | | |
| Inadequate security of equipment / supplies / cash | Inadequate provision for patrons belongings | | |
| Robbery | Lack of Supervision | | |
| Scam Invoices | Collusion with internal staff | | |
| Cyber crime | | | |
| Key Controls | Type | Reviewed Date | Rating |
| Building Security access controls (alarms, CCTV, keypad access) | Preventative | Nov-24 | Adequate |
| IT Security Framework (passwords / security protocols) | Preventative | Nov-24 | Adequate |
| Cash/Stock handling Procedures | Preventative | Nov-24 | Adequate |
| Purchasing authority | Preventative | Nov-24 | Adequate |
| Separation of duties for updates to creditor details | Preventative | Nov-24 | Adequate |
| Visitor Management Procedure | Preventative | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |
| Actions | Date Added | Due Date | Responsibility |
| Small plant serial number identification/sign in process | Oct-22 | Jun-25 | Manager Asset Operations |
| Set up Security and FOBs for all key buildings | Nov-24 | Jun-25 | Manager Projects & Buildings |
| Investigate and implement cashless options for campground management and online booking system | Nov-24 | Jun-25 | Manager Parks & Environment/Manager Recreation and Culture |
| Review separation of duties processes | Nov-24 | Jun-25 | Manager Financial Services |
| | | | |
| Consequence Category | Risk Ratings | | Rating |
| Financial / Property | Consequence: | | Minor (2) |
| | Likelihood: | | Possible (3) |
| | Overall Risk Ratings: | | Moderate |

| Control Assurance | | | | |
|------------------------------|--------------------|-----------------------|----------|---|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Manager Projects & Buildings | Partial | Yes | Yes | Duplicate control in Security profile |
| Manager Information Services | Partial | Yes | Yes | Robbie noted that this framework is separate to the disaster recovery plan. Working on increasing documentation |
| Manager Financial Services | Yes | Yes | Yes | Refreshing procedures and reviewing use of credit cards in lieu of cash. Internal policy for cash management to be created. |
| Manager Financial Services | Yes | Yes | Yes | Being reviewed as part of procurement process. |
| Manager Financial Services | Yes | Yes | Yes | Procedure in place, last updated March 2021. |
| Manager Human Resources | Yes | Yes | Yes | D18/25901 |

| Status of Actions | Comments |
|-----------------------|---|
| Oct 2024: in progress | |
| | |
| | implement booking system through existing software available. |
| | |
| | |

| Management of Facilities / Venues / Events | | | |
|--|--|---------------|------------|
| Risk Context | | | |
| Failure to effectively manage the day to day operations of facilities, venues and / or events. This includes; -Inadequate procedures in place to manage quality or availability. -Poor crowd control -Ineffective signage -Booking issues -Stressful interactions with hirers / users (financial issues or not adhering to rules of use of facility) -Inadequate oversight or provision of peripheral services (e.g.. cleaning / maintenance) | | | |
| Potential causes include: | | | |
| Double bookings | Traffic congestion or vehicles blocking entry or exit | | |
| Illegal / excessive alcohol consumption | Insufficient time between bookings for cleaning or maintenance | | |
| Bond payments poorly managed | Difficulty accessing facilities / venues. | | |
| Falsifying hiring agreements (alcohol on site / lower deposit) | Failed safety / chemical / health requirements | | |
| Inadequate oversight or provision of peripheral services (e.g.. cleaning / maintenance) | Poor service from contractors (such as catering or cleaning) | | |
| Key Controls | Type | Reviewed Date | Rating |
| Event management procedures and monitoring | Preventative | Nov-24 | Adequate |
| Inspection, maintenance and cleaning schedules | Preventative | Nov-24 | Adequate |
| Facility / Venue booking system (including bonds) | Preventative | Nov-24 | Inadequate |
| All departments are kept informed (road works, retic, catering, maintenance, traffic management, etc.) about activities taking place at venues | Preventative | Nov-24 | Inadequate |
| Events package given to hirer (information sheets, events questionnaire / procedures / checklist) | Preventative | Nov-24 | Adequate |
| Feedback from community and users of facilities | Recovery | Nov-24 | Adequate |
| Debrief of all major Shire community events | Recovery | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |

| Control Assurance | | | | |
|--|--------------------|-----------------------|----------|--|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Manager Development Services | Yes | Yes | Yes | Process map process to form part of small business program. |
| Manager Projects & Buildings | Yes | Yes | Yes | |
| CEO | Yes | Yes | Yes | Small business program to streamline booking processes as currently we have multiple different ways of booking venues depending on who manages them (i.e. ovals, civic centre, stadiums etc.) Noted that some bookings have not been made in a timely manner, causing spaces to not be available due to alternative bookings in place. (i.e. Ag Show) |
| CEO | Yes | Yes | Yes | |
| CEO | Yes | Yes | Yes | |
| CEO | Yes | Yes | Yes | |
| Community Development and Events Manager | Yes | Yes | Yes | Debrief meetings undertaken, documented in Onenote. |

| Actions | Date Added | Due Date | Responsibility |
|---|-----------------------|----------|---|
| Increased inspections and documentation of Maintenance and Cleaning schedules | Jan-21 | Jun-25 | Manager Projects & Buildings |
| Facility module on website | Nov-24 | Dec-25 | Manager Marketing & Communications |
| Create central point for access to internal information regarding events taking place at venues | Nov-24 | Dec-25 | Manager Information Services |
| Create permit module in Authority to track traders, use of LG, events, food premises etc. | Nov-24 | Dec-25 | Supervisor External Service Customer Experience |
| Implement scheduling system to notify all relevant business units of events | Nov-24 | Dec-25 | Manager Information Services |
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| | | | |
| Consequence Category | Risk Ratings | | Rating |
| Reputation | Consequence: | | Insignificant (1) |
| | Likelihood: | | Unlikely (2) |
| | Overall Risk Ratings: | | Low |

[illegible]

| IT or communication systems and infrastructure | | | |
|---|--|---------------|-----------------|
| Risk Context | | | |
| Disruption, financial loss or damage to reputation from a failure of information technology systems. Instability, degradation of performance, or other failure of IT or communication system or infrastructure causing the inability to continue business activities and provide services to the community. This may or may not result in IT Disaster Recovery Plans being invoked. | | | |
| Examples include failures or disruptions caused by: -Hardware or software -Networks -Failures of IT Vendors This also includes where poor governance results in the breakdown of IT maintenance such as; -Configuration management -Performance monitoring This does not include new system implementations - refer "Inadequate Project / Change Management". | | | |
| Potential causes include: | | | |
| Weather impacts | Non-renewal of licences | | |
| Power outage on site or at service provider | Inadequate IT incident, problem management & Disaster Recovery Processes | | |
| Out-dated, inefficient or unsupported hardware or software | Lack of process and training | | |
| Software vulnerability | Equipment purchases without input from IT department | | |
| insufficient telecommunications | | | |
| Incompatibility between operating systems | Vulnerability to user error | | |
| Key Controls | Type | Reviewed Date | Rating |
| Formal IT Infrastructure maintenance & replacement | Preventative | Nov-24 | Effective |
| IT Vendor service agreement monitoring | Detective | Nov-24 | Adequate |
| Infrastructure Security (security access protocols, firewalls) | Preventative | Nov-24 | Adequate |
| UPS / Generator | Recovery | Nov-24 | Inadequate |
| IT Disaster Recovery Process | Recovery | Nov-24 | Adequate |
| Staff and contractor information training and induction | Preventative | Nov-24 | Adequate |
| Daily back-up | Preventative | Nov-24 | Effective |
| IT Support | Recovery | Nov-24 | Adequate |
| IT policies and procedures | Preventative | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |

| Control Assurance | | | | |
|------------------------------|--------------------|-----------------------|----------|--|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Manager Information Services | Yes | Yes | Yes | 10 year plan in place |
| Manager Information Services | Yes | Yes | Yes | noted Civa support issues ongoing |
| Manager Information Services | Yes | Yes | Yes | |
| Manager Information Services | No | | | UPS are in place, Generator plan to be developed. |
| Manager Information Services | No | | | 2020: changed title to process rather than plan. Noted that the process is adequate, although the Plan is still being developed. |
| Manager Information Services | Yes | Yes | Yes | |
| Manager Information Services | Yes | Yes | Yes | |
| Manager Information Services | Yes | Yes | Yes | Noted delay in more difficult tickets being resolved, view that easy tickets receive priority. |
| Manager Information Services | Yes | Yes | Yes | No SOP for technical information as third party provides instructions and these change often. |

| IT or communication systems and infrastructure | | | |
|---|-----------------------|----------|------------------------------|
| Actions | Date Added | Due Date | Responsibility |
| Test and review Disaster Recovery Plan | Jul-18 | Jun-25 | Manager Information Services |
| Develop plan for generator use with IT systems | Jul-18 | Jun-26 | Manager Information Services |
| Sufficient resources (people and infrastructure) in IT | Nov-24 | Dec-25 | Manager Information Services |
| Adequate systems and expertise in management of the systems | Nov-24 | Dec-25 | Manager Information Services |
| | | | |
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| | | | |
| Consequence Category | Risk Ratings | | Rating |
| Service disruption | Consequence: | | Minor (2) |
| | Likelihood: | | Possible (3) |
| | Overall Risk Ratings: | | Moderate |

| Status of Actions | Comments |
|---|--|
| Duplicate action - See profile 2 | Duplicate Action in Business Disruption Profile |
| Aug 20: to be completed once generator installed. Amend due date from Jun 20. 16/12/2019: amended due date from Dec 2019. Airport to receive new generator early 2020, old generator to be installed at depot following this. 30/06/2021: Not started yet. On hold until Asset Management has finalised the generator infrastructure. 05/09/2022: Depends on type of generator to be installed by Asset Management before this can be developed. Oct 2024: not due to start | To be developed in conjunction with Manager Asset Planning |
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| Misconduct | | | |
|---|---|---------------|-----------|
| Risk Context | | | |
| Intentional activities intended to circumvent the Code of Conduct or activities in excess of authority, which circumvent endorsed policies, procedures or delegated authority. | | | |
| <p>This would include instances of:</p> <ul style="list-style-type: none"> -Relevant authorisations not obtained. -Distributing confidential information. -Accessing systems and / or applications without correct authority to do so. -Misrepresenting data in reports. -Theft by an employee -Inappropriate use of plant, equipment or machinery -Inappropriate use of social media. -Inappropriate behaviour at work. -Purposeful sabotage <p><i>This does not include instances where it was <u>not</u> an intentional breach - refer Errors, Omissions or Delays.</i></p> | | | |
| Potential causes include: | | | |
| Inadequate training of code of conduct \ induction | Greed, gambling or sense of entitlement | | |
| Changing of job roles and functions/authorities | Collusion between internal & external parties | | |
| Delegated authority process inadequately implemented | Information leaked to Tenderers during the Tender process | | |
| Lack of internal checks | Low level of Supervisor or Management oversight | | |
| Covering up poor work performance | Believe they'll get away with it | | |
| Poor enforcement of policies and procedures | Undue influence from Manager / Councillor | | |
| Password Sharing | Poor work culture | | |
| Insubordination | By-passing established administrative procedures | | |
| Disgruntled employees | Sharing of confidential information | | |
| Key Controls | Type | Reviewed Date | Rating |
| Delegated authority structure / Segregation of duties | Preventative | Nov-24 | Adequate |
| IT Security Framework | Preventative | Nov-24 | Adequate |
| Cash handling procedures | Preventative | Nov-24 | Adequate |
| Staff on-boarding / induction program (Code of Conduct) | Preventative | Nov-24 | Adequate |
| External Audits | Preventative | Nov-24 | Effective |
| Police clearances | Preventative | Nov-24 | Effective |
| Annual licence checks (licence/tickets etc.) | Preventative | Nov-24 | Adequate |
| Strong management culture (Zero tolerance for misconduct formalised and communicated policy) | Preventative | Nov-24 | Adequate |
| Procurement process (procurement policy) | Preventative | Nov-24 | Adequate |
| Financial Interest Return | Preventative | Nov-24 | Adequate |
| Organisational policies and Management Practices | Preventative | Nov-24 | Adequate |

| Control Assurance | | | | |
|--|--------------------|-----------------------|----------|--|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| CEO | Yes | Yes | Yes | |
| Manager Information Services | Yes | Yes | Yes | |
| Manager Financial Services | Yes | Yes | Yes | |
| Manager Human Resources | Yes | Yes | Yes | |
| Manager Financial Services | Yes | Yes | Yes | |
| Manager Human Resources | Yes | Yes | Yes | |
| Manager Human Resources | No | | | Annual check for expired licences currently undertaken. Checks to ensure staff have current licence (ie: haven't lost their licence) has been implemented, yet to be documented. Skills register has been reviewed and updated to capture licences and tickets |
| CEO | Yes | Yes | Yes | |
| Manager Financial Services/Director Asset Management | Yes | Yes | Yes | |
| Executive Assistant | Yes | Yes | Yes | Procedure in place - to be transferred to current template and made available in CM. |
| Director Corporate and Community Services | Yes | Yes | Yes | |

| | | | |
|---|-----------------------|----------|-------------------------|
| Support from external industrial relations advice (WALGA) | Preventative | Nov-24 | Effective |
| Compliance with code of conduct | Preventative | Nov-24 | Adequate |
| Gift Register | Preventative | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |
| Actions | Date Added | Due Date | Responsibility |
| Schedule regular reminders for gift processes | Nov-24 | Jun-25 | Executive Assistant |
| Increased training on code of conduct/misconduct | Nov-24 | Dec-25 | Manager Human Resources |
| | | | |
| | | | |
| Consequence Category | Risk Ratings | | Rating |
| Reputation / Finance | Consequence: | | Moderate (3) |
| | Likelihood: | | Unlikely (2) |
| | Overall Risk Ratings: | | Moderate |

| | | | | |
|-------------------------|-----|-----|-----|--|
| Manager Human Resources | No | Yes | Yes | WALGA - used as required, no documentation necessary |
| CEO | Yes | Yes | Yes | |
| Executive Assistant | Yes | Yes | Yes | Register is current and available on website. Procedure in place - to be transferred to current template and made available in CM. |

| Status of Actions | Comments |
|-------------------|----------|
| | |
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| | |

| Project / Change management | | | |
|--|---|---------------|----------|
| Risk Context | | | |
| Inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time delays or scope changes. | | | |
| This includes: | | | |
| -Inadequate change management framework to manage and monitor change activities. | | | |
| -Inadequate understanding of the impact of project change on the business. | | | |
| -Failures in the transition of projects into standard operations. | | | |
| -Failure to implement new systems | | | |
| -Inadequate handover process | | | |
| This does not include new plant & equipment purchases. Refer "Inadequate Asset Sustainability Practices" | | | |
| Potential causes include: | | | |
| Lack of communication and consultation | Excessive growth (too many projects) | | |
| Lack of investment | Inadequate monitoring and review | | |
| Failures of project Vendors/Contractors | Geographic or transport difficulties sourcing equipment / materials | | |
| External consultants underquoting on costs | Lack of project methodology knowledge and reporting requirements | | |
| Ineffective management of expectations (scope creep) | Project risks not managed effectively | | |
| Inadequate project planning (resources/budget) | | | |
| Key Controls | Type | Reviewed Date | Rating |
| Staff Understanding of Project Management / Contract Management | Preventative | Nov-24 | Adequate |
| Internal and External Stakeholder interaction/consultation relating to various department projects | Preventative | Nov-24 | Adequate |
| Committee / Council reporting (including Risk) | Preventative | Nov-24 | Adequate |
| Post-project debriefs (Major projects) | Preventative | Nov-24 | Adequate |
| Risk assessments are conducted before and during major projects | Preventative | Nov-24 | Adequate |
| Training relevant staff in project management and contract management | Preventative | Nov-24 | Adequate |
| Communication of changes within organisation | Preventative | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |

| Control Assurance | | | | |
|---------------------------|--------------------|-----------------------|----------|---|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Director Asset Management | Partial | Yes | Yes | Staff knowledge of project management procedures Training undertaken for staff involved in major projects and contracts |
| CEO | Partial | Yes | Yes | IT/DAIP Working Group not consulted for projects when in development (ie installation for power/data ports in buildings) Engagement policy in place, consultation framework to be developed. |
| CEO | Yes | Yes | Yes | |
| Director Asset Management | Partial | Yes | Yes | completed contract review template |
| Director Asset Management | Yes | Yes | Yes | Formal risk assessments undertaken before project, ongoing reviews as required throughout projects. |
| Director Asset Management | Yes | Yes | Yes | |
| CEO | Yes | Yes | Yes | |

| Actions | Date Added | Due Date | Responsibility |
|--|-----------------------|----------|------------------------------------|
| Project contract management procedures | Nov-24 | Dec-25 | Coordinator Projects and Buildings |
| Create handy hints sheet for projects | Nov-24 | Dec-25 | Manager Financial Services |
| | | | |
| | | | |
| | | | |
| | | | |
| Consequence Category | Risk Ratings | | Rating |
| Financial / Reputational / Health | Consequence: | | Moderate (3) |
| | Likelihood: | | Possible (3) |
| | Overall Risk Ratings: | | Moderate |

| Status of Actions | Comments |
|-------------------|----------|
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| Safety and Security practices | | | |
|--|--|---------------|----------|
| Risk Context | | | |
| Non-compliance with the Work Health & Safety Act, associated regulations and standards. It is also the inability to ensure the physical security requirements of staff, contractors and visitors. Other considerations are negligence or carelessness. | | | |
| Potential causes include: | | | |
| Lack of appropriate PPE / equipment | Inadequate signage, barriers or other exclusion techniques | | |
| Inadequate first aid supplies or trained first aiders | Poor storage and use of dangerous goods | | |
| Inadequate security protection measures in place for buildings, depots and other places of work | Ineffective / inadequate testing, sampling or other health-related requirements | | |
| Inadequate or unsafe modifications to plant & equipment | Lack of mandate and commitment from senior management | | |
| Inadequate policy, frameworks, systems and structure to prevent the injury of visitors, staff, contractors and/or tenants. | Inadequate organisational Emergency Management requirements (evacuation diagrams, drills, wardens etc.). | | |
| Inadequate supervision, training or mentoring of staff | Slow or inadequate response to notifications from public | | |
| Key Controls | Type | Reviewed Date | Rating |
| Building Security access controls (alarms, CCTV, keypad access) | Preventative | Nov-24 | Adequate |
| WHS Management Framework | Preventative | Nov-24 | Adequate |
| Contractor inductions | Preventative | Nov-24 | Adequate |
| Staff site inductions | Preventative | Nov-24 | Adequate |
| Drug and alcohol policy | Preventative | Nov-24 | Adequate |
| Employee Assistance Program | Preventative | Nov-24 | Adequate |
| Incident register / incident reporting procedures | Preventative | Nov-24 | Adequate |
| Emergency Management Procedures- Internal | Preventative | Nov-24 | Adequate |
| Consider safety issues when purchasing | Preventative | Nov-24 | Adequate |
| Regular documented workplace safety inspections | Preventative | Nov-24 | Adequate |
| Safe work practices (Safe Work Method Statements) | Preventative | Nov-24 | Adequate |
| Toolbox meetings | Preventative | Nov-24 | Adequate |
| Trained first aiders | Preventative | Nov-24 | Adequate |
| Asbestos Registers and Management Plans | Preventative | Nov-24 | Adequate |
| WHS Contractor Management Questionnaire | Preventative | Nov-24 | Adequate |
| LGIS Audit | Detective | Nov-24 | Adequate |
| Volunteer Management & Training | Preventative | Nov-24 | Adequate |
| Staff training | Preventative | Nov-24 | Adequate |
| Workplace safety inspections | Preventative | Nov-24 | Adequate |

| Control Assurance | | | | |
|------------------------------|--------------------|-----------------------|----------|--|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Manager Projects & Buildings | Yes | Yes | Yes | Duplicate control in External Theft & Fraud profile |
| Manager Human Resources | Yes | Yes | Yes | Updated in 2024. |
| Director Asset Management | Yes | Yes | Yes | |
| Manager Human Resources | Yes | Yes | Yes | Review of site inductions underway. |
| Manager Human Resources | Yes | Yes | Yes | Reviewed in 2024. Swab tests undertaken and posted to Perth, problem with degraded samples. Transport to be improved. |
| Manager Human Resources | Yes | Yes | Yes | Telus approached for improvement of service standards. |
| Manager Human Resources | Yes | Yes | Yes | Final draft stage, to be completed by Feb 2025. |
| Chief Warden | Yes | Yes | Yes | Individual outcentre procedures developed. New terms of reference have been developed and Wardens refresher training undertaken. |
| Director Asset Management | Yes | Yes | Yes | |
| Manager Human Resources | Yes | Yes | Yes | Depot inspections monthly, inspections for specific areas to be set and undertaken by officers from other areas. |
| Manager Human Resources | Yes | Yes | Yes | Continuing to improve these practices, ongoing review and development. |
| Manager Human Resources | Yes | Yes | Yes | Normal schedule maintained. |
| Manager Human Resources | Yes | Yes | Yes | Training provided as required. New first aid officers being identified and will receive training. |
| Manager Projects & Buildings | Yes | Yes | Yes | Last updated 2021. Reviewed at 5 yearly intervals |
| Director Asset Management | Yes | Yes | Yes | |
| Manager Human Resources | Yes | Yes | Yes | Audit undertaken every 3 years. Last undertaken in 2024, awaiting final report. |
| Manager Human Resources | Yes | Yes | Yes | Volunteer induction manual and code of conduct developed in 2022/23. |
| Manager Human Resources | Yes | Yes | Yes | 140% increase in 2024 for training courses held |
| Manager Human Resources | Yes | Yes | Yes | WHS team complete these inspections on daily basis. |

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| Workplace safety policies and procedures | Preventative | Nov-24 | Adequate |
|--|--------------|----------|------------------------------|
| Overall Control Ratings: | | | Adequate |
| Actions | Date Added | Due Date | Responsibility |
| Establish emergency drill schedule for all sites | Oct-18 | Jun-25 | Chief Warden |
| Implement actions from LGIS audit | Jul-18 | Jun-25 | Coordinator WHS |
| Security Upgrade (fobs) | Oct-22 | Jun-25 | Manager Projects & Buildings |
| Introduce procedures for management of psychological hazards | Oct-22 | Jun-25 | Manager Human Resources |
| implement WHS system | Nov-24 | Jun-25 | Manager Human Resources |
| Schedule regular communications for where to locate documents and procedures | Nov-24 | Jun-25 | Coordinator WHS |

| | | | | |
|-------------------------|-----|-----|-----|---|
| Manager Human Resources | Yes | Yes | Yes | New WHS strategy/communication plan. WHS management plan completed. Review of safe work procedures 50% complete. |
|-------------------------|-----|-----|-----|---|

| Status of Actions | Comments |
|---|---|
| Aug 2020: on hold until all evacuation plans completed. Amend due date from Dec 2019. 30/06/2021: Audit of Warden's training requirements undertaken. Warden's training booked in. Most centres completed, awaiting Home Care following refurbishment of centre. Oct 2024: Drill schedule nearing completion | |
| 16/12/2019: amend due date from Dec 2019 - see D18/4589 for details on outstanding items. 30/06/2021: OSH planning being developed at highest levels to ensure this is an ongoing improvement in the risk management systems. Review of objectives and targets at OSH Committee, further investigation with other LG's about effective benchmark targets. Registration of all applicable plant and equipment (pressure vessels) are completed. Training needs in development with new part time HR officer. Of the 10 required actions, 7/10 are 90% completed. Two action items completed. One action item not as yet commenced. Training needs Analysis and information from Asset management in regards to Contractors is not available as yet. 03/02/2022: amend due date from Dec 2021. Some items outstanding, emergency management & training analysis. 05/09/2022: Some emergency response plans to be completed - estimated completion Dec. Training through RTO in discussion about training needs and requirements (HR). Audit action plan (D20/6486) Oct 2024: ongoing | Barry advised that this should be transferred to Safety Officer responsibility. |
| Oct 2024: Operating procedure needs to be drafted | |
| Oct 2024: Information has been gathered and development of psychological hazards SWP to be developed in 2025. Proposal with EMT for approval. Commencement January. | |
| | |

| | | | |
|---|-----------------------|--------|--------------------------------|
| Communicate the emergency plans for each work site with all staff | Nov-24 | Jun-25 | Coordinator WHS |
| Review site inductions | Nov-24 | Jun-25 | WHS Admin and Training Officer |
| develop and follow consistent procedures for investigations to resolve in reasonable timeframes | Nov-24 | Jun-25 | Coordinator WHS |
| | | | |
| Consequence Category | Risk Ratings | | Rating |
| Health | Consequence: | | Major (4) |
| | Likelihood: | | Unlikely (2) |
| | Overall Risk Ratings: | | Moderate |

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| new WHS Admin and Training Officer completing these on daily basis. | |
| | |

| Supplier / Contract management | | | |
|---|--|---------------|----------------------------|
| Risk Context | | | |
| Inadequate management of external Suppliers, Contractors, IT Vendors or Consultants engaged for core operations. This includes issues that arise from the ongoing supply of services or failures in contract management & monitoring processes. | | | |
| This also includes: | | | |
| <ul style="list-style-type: none"> Concentration issues (contracts awarded to one supplier) Vendor sustainability | | | |
| Potential causes include: | | | |
| Insufficient funding | Inadequate contract management practices | | |
| Complexity and quantity of work | Ineffective monitoring of deliverables | | |
| Suppliers not willing to provide quotes | Limited availability of suppliers | | |
| Inadequate tendering process | Lack of planning and clarity of requirements | | |
| Contracts not renewed on time | Historical contracts remaining | | |
| Key Controls | Type | Reviewed Date | Rating |
| Tender processes | Preventative | Nov-24 | Adequate |
| Procurement processes | Preventative | Nov-24 | Adequate |
| Contract management and review | Preventative | Nov-24 | Adequate |
| Legal advice for complex contracts (to confirm correct drafting of documentation and to prevent unknowingly accepting liability of the contractor or other parties) | Preventative | Nov-24 | Adequate |
| Contract Management training for staff | Preventative | Nov-24 | Adequate |
| Supervision of minor contracts | Preventative | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |
| Actions | Date Added | Due Date | Responsibility |
| Contractor inductions & training in use of Rapid Global | Oct-22 | Jun-25 | Director Asset Management |
| Develop procedure for minor contract supervision | Oct-22 | Jun-25 | Director Asset Management |
| Review procurement process in line with procure to pay | Nov-24 | Dec-25 | Manager Financial Services |
| | | | |
| Consequence Category | Risk Ratings | | Rating |
| Service interruption, Financial | Consequence: | | Moderate (3) |
| | Likelihood: | | Unlikely (2) |
| | Overall Risk Ratings: | | Moderate |

| Control Assurance | | | | |
|----------------------------|--------------------|-----------------------|----------|--|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Director Asset Management | Yes | Yes | Yes | |
| Manager Financial Services | Yes | Yes | Yes | |
| Director Asset Management | Partial | Yes | Yes | 22/10/2020: discussed that no formal audits of contractors are undertaken, however supervisors to complete random spot checks. Still to be progressed. |
| Director Asset Management | No | Yes | Yes | Undertaken as required. |
| Director Asset Management | Yes | Yes | Yes | see project/change management profile |
| Director Asset Management | No | Yes | Yes | |

| Status of Actions | Comments |
|---|----------|
| Oct 2024: Contractor management and inductions are constantly being updated. This function has been included as a specific responsibility in the Coordinator Depot position currently being advertised. | |
| Oct 2024: Not started | |
| | |
| | |

| Council Plan Objectives | | | |
|---|--------------------------------------|---------------|-----------|
| Risk Context | | | |
| <p>A source of loss or failure from the pursuit of an unsuccessful business plan.</p> <p>This includes:</p> <ul style="list-style-type: none"> Poor or uninformed decisions Substandard execution of decisions Inadequate resource allocation Failure to respond to changes in the community <p>Strategic risk can be classified as either internal or external.</p> <p>Internal risks arise from variables which can be controlled, such as Human, Technological, Physical and Operational factors.</p> <p>External risks arise from variables which can be managed but cannot be controlled, such as economics, politics, natural disasters and compliance.</p> | | | |
| Potential causes include: | | | |
| Poor or uninformed decisions | Not fully committed to the goal | | |
| Not understanding the community | Not having the right people involved | | |
| Unrealistic goals | Inadequate resources committed | | |
| Unwillingness or inability to change | Poor communications | | |
| External factors such as politics or legislative changes | Failure to review the plan | | |
| Inability to adapt to changing market conditions | Misalignment between CBP and SCP | | |
| Key Controls | Type | Reviewed Date | Rating |
| Consult with community in accordance with Act under review procedures for Council Plan | Preventative | Nov-24 | Effective |
| Integrated planning annual review with relevant departments | Preventative | Nov-24 | Adequate |
| Council Plan | Preventative | Nov-24 | Adequate |
| Monthly status report on council decisions | Preventative | Nov-24 | Adequate |
| Workforce Plan | Preventative | Nov-24 | Effective |
| EEO and Diversity Plan | Preventative | Nov-24 | Effective |
| Long Term Financial Plan | Preventative | Nov-24 | Adequate |
| Asset Management Plan | Preventative | Nov-24 | Adequate |
| Monthly reporting through Pulse on Council Plan | Preventative/Detective | Nov-24 | Adequate |
| Performance reporting through KPIs | Detective | Nov-24 | Adequate |
| Communicate the vision and strategic objectives to the community | Preventative | Nov-24 | Adequate |
| Inform and consult with Council during review process | Preventative | Nov-24 | Effective |
| Annual Budget aligned with long term financial plan | Preventative | Nov-24 | Adequate |
| Council report items link to Council Plan objectives | Preventative | Nov-24 | Effective |

| Control Assurance | | | | |
|--|--------------------|-----------------------|----------|---|
| Control Owner | Control Documented | Control is understood | Accuracy | Comments |
| Coordinator Governance and Corporate Support | Yes | Yes | Yes | |
| Coordinator Governance and Corporate Support | Yes | Yes | Yes | |
| Coordinator Governance and Corporate Support | Yes | Yes | Yes | |
| Executive Assistant | Yes | Yes | Yes | |
| Manager Human Resources | Yes | Yes | Yes | Workforce plan 2023-2027 in place. |
| Manager Human Resources | Yes | Yes | Yes | EEO Plan 2023-2027 in place. |
| Manager Financial Services | Yes | Yes | Yes | |
| Manager Asset Planning & Development | Yes | Yes | Yes | <p>Noted this should be inadequate as some haven't been reviewed in some time. Strategic Asset Management Plan is dated 2020, due for review in 2024.</p> <p>Neil advised that some Plans have been reviewed others are still to be reviewed. Schedule of reviews developed to occur on 3 yearly basis.</p> |
| Coordinator Governance and Corporate Support | Yes | Yes | Yes | New system implemented July 2020. SOP to be reviewed. |
| Coordinator Governance and Corporate Support | Yes | Yes | Yes | |
| Manager Marketing and Communications | Yes | Yes | Yes | Relate communications back to Council plan actions. |
| Coordinator Governance and Corporate Support | Yes | Yes | Yes | |
| Manager Financial Services | Yes | Yes | Yes | |
| Executive Assistant | Yes | Yes | Yes | |

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| | | | |
|--|--------------|--------|----------|
| Revenue Strategy | Preventative | Nov-24 | Adequate |
| CBD Landscape Design | Preventative | Nov-24 | Adequate |
| 2050 Cycling Strategy | Preventative | Nov-24 | Adequate |
| Greater Sports Ground Redevelopment Master Plan | Preventative | Nov-24 | Adequate |
| Mountain Bike Feasibility Study | Preventative | Nov-24 | Adequate |
| Town Centre Parking, Traffic and Pedestrian Strategy & Implementation Plan | Preventative | Nov-24 | Adequate |
| Town Centre Revitalisation Master Plan 2015- 2035 | Preventative | Nov-24 | Adequate |
| Youth Precinct Final Concept Design | Preventative | Nov-24 | Adequate |
| Footpath & Cycleway Asset Management Plan | Preventative | Nov-24 | Adequate |
| Trails master plan | Preventative | Nov-24 | Adequate |
| Library Strategic Plan | Preventative | Nov-24 | Adequate |
| CCTV Strategy - Public Summary | Preventative | Nov-24 | Adequate |
| Strategic Asset Management Plan | Preventative | Nov-24 | Adequate |
| Community Waste Engagement Plan 2018-2023 | Preventative | Nov-24 | Adequate |
| Community Waste Strategy 2018-2023 | Preventative | Nov-24 | Adequate |
| Public Health Plan | Preventative | Nov-24 | Adequate |
| Cemetery Master Plan | Preventative | Nov-24 | Adequate |
| Wylie Bay Landfill Closure Plan | Preventative | Nov-24 | Adequate |
| Disability Access and Inclusion Plan | Preventative | Nov-24 | Adequate |
| Local Planning Strategy | Preventative | Nov-24 | Adequate |
| James Street Precinct Plan | Preventative | Nov-24 | Adequate |
| Airport Master Plan | Preventative | Nov-24 | Adequate |
| Economic Development Strategy - Esperance Region | Preventative | Nov-24 | Adequate |
| Tourism Strategy | Preventative | Nov-24 | Adequate |
| Bush Fire Management Plan | Preventative | Nov-24 | Adequate |
| Local Emergency Management Arrangements | Preventative | Nov-24 | Adequate |
| Local Recovery Plan | Preventative | Nov-24 | Adequate |
| Overall Control Ratings: | | | Adequate |

| | | | | |
|--|-----|-----|-----|--|
| Director Corporate & Community Services | Yes | Yes | Yes | |
| Director Asset Management | Yes | Yes | Yes | |
| Director Asset Management | Yes | Yes | Yes | |
| Director Asset Management | Yes | Yes | Yes | |
| Director Asset Management | Yes | Yes | Yes | |
| Director Asset Management | Yes | Yes | Yes | |
| Manager Economic Development | Yes | Yes | Yes | |
| Director Asset Management | Yes | Yes | Yes | |
| Manager Asset Planning & Development | Yes | Yes | Yes | |
| Director Asset Management | Yes | Yes | Yes | |
| Manager Recreation & Culture | Yes | Yes | Yes | |
| Manager Projects & Buildings | Yes | Yes | Yes | |
| Manager Asset Planning & Development | Yes | Yes | Yes | |
| Manager Sustainability & Resource Recovery | Yes | Yes | Yes | |
| Manager Sustainability & Resource Recovery | Yes | Yes | Yes | |
| Manager Development Services | Yes | Yes | Yes | |
| Manager Parks & Environment | Yes | Yes | Yes | |
| Manager Sustainability & Resource Recovery | Yes | Yes | Yes | |
| Manager Development Services | Yes | Yes | Yes | |
| Manager Development Services | Yes | Yes | Yes | |
| Director External Services | Yes | Yes | Yes | |
| Manager Economic Development | Yes | Yes | Yes | |
| Manager Economic Development | Yes | Yes | Yes | |
| Manager Economic Development | Yes | Yes | Yes | |
| Manager Ranger & Emergency Services | Yes | Yes | Yes | |
| Manager Ranger & Emergency Services | Yes | Yes | Yes | |
| Manager Ranger & Emergency Services | Yes | Yes | Yes | |

| Actions | Date Added | Due Date | Responsibility |
|--|------------|----------|--|
| Develop SOPs for Governance, corporate reporting and corporate support areas | Jan-21 | Dec-25 | Coordinator Governance and Corporate Support |
| Schedule ongoing internal and external communications for Council Plan | Nov-24 | Dec-25 | Manager Marketing & Communications |
| Review Asset Management Plans | Nov-24 | Dec-25 | Manager Asset Planning & Development |
| Develop IT Strategy | Nov-24 | Dec-25 | Manager Information Services |
| | | | |
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| Consequence Category | Risk Ratings | Rating |
|-------------------------|-----------------------|--------------|
| Reputational/Compliance | Consequence: | Minor (2) |
| | Likelihood: | Unlikely (2) |
| | | |
| | Overall Risk Ratings: | Low |

| Status of Actions | Comments |
|--|----------|
| 30/06/2021: progressing when time is available. Update due date from Dec 2021. Oct 2024: Checklists have been created for processing Owners and Occupiers Roll eligibility claims and cancellations. Updates have been made to the Administration Notes document, which provides an overview of all tasks required within our area. SOPs that have been drafted are expected to be finalised in the coming quarter with a focus on creating leasing SOPs to follow. Employee Housing Management Practice has been developed and provided to OMG and EMT for review. | |
| | |
| ongoing - review 3-5 years | |
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Item: 8.2

Interim Audit Report

| | | |
|-----------------------|-----------------|---|
| Author/s | Felicity Baxter | Director Corporate and Community Services |
| Authorisator/s | Shane Burge | Chief Executive Officer |

File Ref: D25/13985

Applicant

Internal

Location/Address

Shire of Esperance

Executive Summary

Core to the Audit Committee's role, is to liaise with the local government's auditor to give Council confidence that the performance of the local government in managing its financial affairs. The purpose of this report is for the Audit Committee to consider the Interim Audit Management Letter.

Recommendation in Brief

That the Audit Committee note the matter raised in the Interim Audit Management Letter and the recommendations to reduce the risk.

Background

Each financial year, the External Auditor conducts an Interim Audit to monitor that financial controls are adequately in place. This is done by conducting sample testing of the key financial functions, such as creditor payments, debtor receipts, payroll processes, investments and banking, integrity of the asset register and accuracy in financial reporting. In this way the auditor obtains an understanding of the key business processes, risks and internal controls relevant to the annual financial report.

Moore Australia (Auditors) on behalf of the Office of the Auditor General (OAG) currently conducts the Shire's external audits. They recently undertook the interim audit in preparation of the 30 June 2025 annual financial audit. During this audit systems and controls as described above were tested. The auditor has noted one matter that needed to be brought to the attention of the Shire. This is explained in more detail in the management letter attached.

Officer's Comment

The matter raised by the Auditor was:

- *Non-compliance with purchase order requirements, the Shire's purchasing policy were not met – considered a moderate risk with no potential impact on the audit opinion*

Sample testing of payment transactions noted 2 instances out of a total of 7 transactions tested where they noted deviations in the purchase order process:

- 1 sample where no purchase order was raised prior to incurring of expenditure; and
- 1 sample where a purchase order was raised after the incurring of the expenditure.

The implication of this is that these purchases carried the inherent risk of being unauthorised expenditures.

The accompanying recommendation is to remind all officers to raise orders prior to authorising the works/services or ordering goods. This will also help to ensure budget responsibility.

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Management have amended organisational practices to instruct staff utilising suppliers that are on contracts accepted via the tendering process to also raise purchase orders for these works/goods.

Consultation

Moore Australia (Auditors) – on behalf of the Office of the Auditor General
Executive Management Team

Financial Implications

Nil

Asset Management Implications

Nil

Statutory Implications

Nil

Policy Implications

Nil

Strategic Implications

Council Plan 2022 - 2032

Performance - Outcome 15. Operational excellence and financial sustainability

Objective 15.1. Provide responsible, agile and innovative planning and resource management.

Provide responsible resource and planning management for now and the future.

Environmental Considerations

Nil

Attachments

[A.1.](#) Interim Audit - OAG Letter to the President

[B.1.](#) Interim Audit - OAG Management Letter

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RECOMMENDATION AND DECISION

8.2 Interim Audit Report

Moved: Cr Flanagan
Seconded: Cr Chambers

AU0525-113

That the Audit Committee note the matters raised in the Interim Audit Management Letter and the recommendations to reduce the risk.

**CARRIED
F4 - A0**

Pres Chambers, Cr McMullen, Cr Flanagan, Cr Johnston

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Our Ref: F21/59

Mr Ron Chambers
Shire President
Shire of Esperance

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469 Wellington Street, Perth

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PO Box 8489
PERTH WA 6849

Tel: 08 6557 7500
Email: info@audit.wa.gov.au

By email: ron.chambers@esperance.wa.gov.au

Dear Shire President

**ANNUAL FINANCIAL REPORT
INTERIM AUDIT RESULTS FOR THE YEAR ENDING 30 JUNE 2025**

We have completed the interim audit for the year ending 30 June 2025. We performed this phase of the audit in accordance with our audit plan. The focus of our interim audit was to evaluate the overall control environment, but not for the purpose of expressing an opinion on the effectiveness of internal control, and to obtain an understanding of the key business processes, risks and internal controls relevant to our audit of the annual financial report.

Management Control Issues

I would like to draw your attention to the attachment listing a deficiency in the internal controls identified during the course of the interim audit. This matter has been discussed with management and their comments have been included on the attachment. The matter reported is limited to the deficiency that was identified during the interim audit that we have concluded it is of sufficient importance to merit being reported to management. The matter may be included in our auditor's report in accordance with section 7.9(2) of the *Local Government Act 1995* or regulation 10(3)(a) and (b) of the Local Government (Audit) Regulations 1996. If so, we will inform you before we finalise the report.

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

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

Feel free to contact me on 6557 7742 if you would like to discuss these matters further.

Yours faithfully

Jay Teichert
Director
Financial Audit
20 May 2025

Attach

ATTACHMENT

SHIRE OF ESPERANCE

PERIOD OF AUDIT: 1 JULY 2024 TO 30 JUNE 2025

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

| Index of findings | Potential impact on audit opinion | Rating | | | Prior year finding |
|--|-----------------------------------|-------------|----------|-------|--------------------|
| | | Significant | Moderate | Minor | |
| 1. Non-compliance with purchase order requirements | No | | ✓ | | ✓ |

Key to ratings

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

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

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

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

The ratings included are preliminary ratings and could be modified pending other findings being identified, rated and the consideration of them collectively on the ratings and any potential impact on the audit opinion.

ATTACHMENT

SHIRE OF ESPERANCE

PERIOD OF AUDIT: 1 JULY 2024 TO 30 JUNE 2025

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

1. Non-compliance with purchase order requirements

Finding

Our sample controls testing of purchase transactions noted 2 instances out of a total of 7 transactions tested where purchase order requirements as per the Shire's purchasing policy were not met.

Whilst we noted that both samples underwent the required tendering process in accordance with the Shire's purchasing policy, we have noted deviations in the purchase order process:

- 1 sample where no purchase order was raised prior to incurring of expenditure; and
- 1 sample where a purchase order was raised after incurring of expenditure.

This finding was also raised in the 2024 financial year.

Rating: Moderate (2024: *Moderate*)

Implication

Purchases made without prior authorised purchase orders increases the risk of unauthorised expenditure.

Recommendation

To help ensure purchases have been appropriately authorised, all authorised officers should be reminded of the need to ensure purchase orders are raised prior to the authorising of works/services or ordering goods. This will also help to ensure budget responsibility.

Management comment

Organisational practices have already been addressed to instruct staff utilising suppliers that are on contracts accepted via the tendering process, to raise purchase orders for works/goods.

Responsible person: Sarah Bridge, Corporate Accountant
Completion date: 02/05/2025

Audit Committee: Minutes
27 May 2025

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9. ELECTED MEMBERS

Nil

10. SHIRE OFFICERS

Nil

11. MATTERS BEHIND CLOSED DOORS

Nil

12. CLOSURE

The Presiding Member declared the meeting closed at 1:31pm.

These Minutes were confirmed at a meeting held on _____

Signed _____

Presiding Member at the meeting at which the Minutes were confirmed.

Dated _____

Item: 13.2

CEO Review of Systems and Procedures (Reg.17)

| | | |
|---------------------|-----------------|--|
| Author/s | Sarah Walsh | Coordinator Governance & Corporate Support |
| Authorisor/s | Felicity Baxter | Director Corporate and Community Services |

File Ref: D25/15080

Applicant

Internal

Location/Address

Shire of Esperance

Executive Summary

For Council to consider the report from the CEO on the appropriateness and effectiveness of the Shire of Esperance systems and procedures in relation to risk management, internal control and legislative requirements.

Recommendation in Brief

That Council accept the report from the CEO on the appropriateness and effectiveness of the Shire of Esperance systems and procedures in relation to risk management, internal control and legislative requirements and recommend the review to Council for endorsement.

Background

In accordance with Regulation 17 of the *Local Government (Audit) Regulations 1996*, the CEO is required to review the appropriateness and effectiveness of the Shire of Esperance's systems and procedures in relation to risk management, internal control and legislative requirements, not less than once every three years.

The last review was undertaken in March 2023 and the review recently undertaken by the CEO was put forward for consideration at the Audit Committee meeting held 27 May 2025, with the following resolution;

AU0525-112

Committee Decision

That the Audit Committee;

- 1. Accept the CEO's review of the appropriateness and effectiveness of the Shire of Esperance systems and procedures in relation to risk management, internal control and legislative compliance; and*
- 2. Recommend the review to Council for endorsement.*

The Shire's Risk Management Policy (Attachment A) provides guidance and direction in relation to risk management and determines the Shire's risk appetite with regard to the measures of consequence and likelihood of each risk.

Risk management systems are a key expression of a local government's attitude to effective controls.

It is important for organisations to establish and review processes for mitigating material operating risks. Tolerance for risk is central to this process, particularly in the following areas;

- Potential non-compliance with legislation, regulations, standards and local government's policies;
- Important accounting judgements or estimates that prove to be wrong;
- Litigation and claims;
- Misconduct, fraud and theft;
- Significant business risks, recognising responsibility for general or specific risk areas. For example, environmental, work health and safety risk, and how they are managed by the local government;

Obtaining regular risk reports, which identify key risks, the status and the effectiveness of the risk management systems, ensures that identified risks are monitored and new risks are identified, mitigated and reported.

Officer's Comment

The Shire's organisational Risk Register has been reviewed to ensure all risk profiles are current. This report (Attachment B) commences with a brief snapshot of each risk profile identifying the risk rating, the level of control and proposed actions to improve the level of control for each risk profile, reducing the level of risk. The full analysis for each profile is then attached listing all the controls and their effectiveness.

As part of this review, it was identified that 13 actions have been closed, 30 have been carried over and 46 new mitigating actions have been added to the Risk Register since the last review.

The Audit Regulation 17 review provides the CEO and Council with assurance of legislative compliance, risk mitigation and internal control toward a culture of continuous improvement.

The last Audit Regulation 17 review was undertaken by Civic Legal, who suggested 23 Risk Management actions, 19 Internal Control actions and 10 Legislative Compliance actions.

Only the action suggesting that the Audit Committee meet monthly to consider the Shire's monthly accounting reports was not recommended for endorsement, due to the resources required and was considered to be low risk as the financial report is put to Council each month.

25 of the 51 actions suggested by Civic Legal have been completed.

The Action Summary Report (Attachment C) provides updates on the current actions, and the Status Summary (Attachment D) provides the status of each suggested action for reference.

Minor changes have been made to the Status Summary Report following discussion at the Audit Committee. The statuses listed have been updated for consistency with comments within the Action Summary Report.

Consultation

Middle Management
Directors

Financial Implications

Although there are no direct financial implications arising from this report, identified actions may have financial or resource implications for the organisation. The cost of implementing the controls to reduce or manage risk will need to be weighed up against the risk appetite of the organisation to determine the most appropriate course of action.

Asset Management Implications

Nil

Statutory Implications

Local Government (Audit) Regulations 1996 – r.17 CEO to review certain systems and procedures.

Policy Implications

Risk Management Policy

Strategic Implications

Council Plan 2022 - 2032

Performance - Outcome 15. Operational excellence and financial sustainability

Objective 15.1. Provide responsible, agile and innovative planning and resource management.

Environmental Considerations

Nil

Attachments

- A¹. Risk Management Policy
- B. Reviewed Risk Register - *Under Separate Cover*
- C¹. Action Summary Report Q3
- D¹. Action Status Summary Report

Committee Recommendation

That Council accept the CEO's review of the appropriateness and effectiveness of the Shire of Esperance systems and procedures in relation to risk management, internal control and legislative compliance.

Voting Requirement

Simple Majority



POL 0015: Risk Management

COUNCIL POLICY

Purpose

The Shire of Esperance's Risk Management Policy documents the commitment and objectives regarding managing uncertainty that may impact the Shire's strategies, goals or objectives. The purpose of risk management is to reduce the potential effects of risk by reducing liability, preventing litigation and improving loss control.

Scope

This policy covers all operations of the organisation including but not limited to all workers, contractors, visitors and volunteers. The key drivers for risk management are Managements responsibility.

Definitions

CEO: Chief Executive Officer

Councillor: a member of an elected group of local government representatives

Risk: a situation involving exposure to danger

Risk Appetite: the amount and type of risk that an organisation is willing to accept whilst pursuing its objectives.

SOE: Shire of Esperance

WHS: Work Health and Safety

Practice

It is the Shire's Policy to achieve best practice in the management of all risks that may affect the SOE, its customers, people, assets, functions, objectives, operations or members of the public.

Risk Management will form part of the Strategic, Operational, Project and Line Management responsibilities and where possible, be incorporated within the Shire's Integrated Planning Framework.

Council shall determine the Risk Management policy for the SOE. The Shire's Executive Management Team will communicate the *Risk Management Policy* and Objectives and determine Procedures for the implementation of Risk Management, as well as direct and monitor practice and performance.

Every Councillor, worker, volunteer and contractor within the SOE is recognised as having a role in risk management, from the identification of risks, to implementing risk treatments and shall be invited and encouraged to participate in the process.

Consultants may be retained at times to advise and assist in the risk management process or management of specific risks or categories of risk.

Risk Management Objectives

1. Optimise the achievement of our vision, mission, strategies, goals and objectives.
2. Provide transparent and formal oversight of the risk and control environment to enable effective decision making.
3. Enhance risk versus return within our risk appetite.
4. Embed appropriate and effective controls to mitigate risk.
5. Achieve effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.
6. Enhance organisational resilience.
7. Identify and provide for the continuity of critical operations.

Risk Appetite

The Shire has defined its risk appetite through the development and endorsement of the Shire's *Risk Assessment Criteria*. The criteria is subjected to ongoing review in conjunction with this policy.

All organisational risks to be reported at a corporate level are to be assessed according to the Shire's *Risk Assessment Criteria* to allow consistency and informed decision making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised, however these cannot exceed the organisations appetite and are to be noted within the individual risk assessment.

Roles, Responsibilities & Accountabilities

The CEO is responsible for the allocation of roles, responsibilities and accountabilities. These are documented in the Risk Management Procedures Operational Document.

Monitor and Review

The Shire will implement and integrate a monitor and review process to report on the achievement of the Risk Management Objectives, the management of individual risks and the ongoing identification of issues and trends.

This policy will be kept under review by Council and will be reviewed biennially.

Appendix A – Risk Assessment Criteria

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

| Measures of Likelihood | | | |
|------------------------|----------------|--|----------------------------|
| Level | Rating | Description | Frequency |
| 5 | Almost Certain | The event is expected to occur in most circumstances (>90% chance) | More than once per year |
| 4 | Likely | The event will probably occur in most circumstances (>50% chance) | At least once per year |
| 3 | Possible | The event should occur at some time (20% chance) | At least once in 3 years |
| 2 | Unlikely | The event could occur at some time (<10% chance) | At least once in 10 years |
| 1 | Rare | The event may only occur in exceptional circumstances (<5% chance) | Less than once in 15 years |

| Rating (Level) | Health | Financial Impact | Service Interruption | Compliance | Reputational | Property | Environmental |
|--------------------------|-------------------------------------|---------------------------|---|--|---|---|---|
| Insignificant (1) | Near miss. Minor first aid injuries | Less than \$20,000 | No material service interruption | 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 | \$20,001 - \$500,000 | 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 <30 days | \$500,001 - \$1.5 Million | Medium term temporary interruption – backlog cleared by additional resources | 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) | Lost time injury >30 days | \$1.5 Mil - \$3 Million | < 1 week | 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 |
| Catastrophic (5) | Fatality, permanent disability | More than \$3 Million | Prolonged interruption of services – additional resources; performance affected | 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 |

| Existing Controls Rating | | |
|--------------------------|--|--|
| Rating | Foreseeable | Description |
| Effective | There is little scope for improvement | <ol style="list-style-type: none"> 1. Process (controls) operating as intended and aligned to policies / procedures 2. Subject to ongoing monitoring 3. Reviewed and tested regularly |
| Adequate | There is <u>some</u> scope for improvement | <ol style="list-style-type: none"> 1. Processes (controls) generally operating as intended, however inadequacies exist 2. Nil or limited monitoring 3. Reviewed and tested, but not regularly |
| Inadequate | There is a <u>need</u> for improvement or action | <ol style="list-style-type: none"> 1. Processes (controls) not operating as intended 2. Processes (controls) do not exist, or are not being complied with 3. Have not been reviewed or tested for some time |

| Risk Acceptance Criteria | | | |
|--------------------------|---------------------------|--|----------------------------|
| Risk Rating | Description | Criteria | Responsibility |
| Low | Acceptable | Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring | Supervisor / Team Leader |
| Moderate | Monitor | Risk acceptance with adequate controls, managed by specific procedures and subject to semi-annual monitoring | Service Manager |
| High | Urgent Attention Required | Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring | Executive Management Group |
| Extreme | Unacceptable | Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring | CEO and Council |

| Risk Treatment & Review Timeframes | | | | |
|------------------------------------|---------------------------|-------------------------|----------------------------|------------------------------------|
| Risk Rating | Description | Risk Treatment | Responsibility | Risk Review |
| Low (1-4) | Acceptable | Treated within 6 months | Supervisor / Team Leader | Review every 6 months |
| Moderate (5-9) | Monitor | Treated within 3 months | Service Manager | Review every 3 months |
| High (10-16) | Urgent Attention Required | Treated within 2 weeks | Executive Management Group | Review within 2 weeks then monthly |
| Extreme (20-25) | Unacceptable | Treated within 1 week | CEO and Council | Review every 2 weeks |

.....End.....

Document Information

| | |
|----------------------|-------------------------|
| Responsible Position | Manager Human Resources |
| Risk Rating | Medium |

Referencing Documents

- *Local Government Act 1995*
- *Risk Management Framework*
- *Risk Assessment Criteria*

Revision History

| Date | Version | CM Reference | Reason for Change | Resolution # | Next Review |
|----------|---------|---------------|--|--------------|-------------|
| Feb 2013 | | D13/4305[v1] | Draft policy | | |
| Apr 2013 | 1 | | New policy | O0413-017 | Apr 2015 |
| Jun 2013 | | D13/4305[v2] | Draft policy | | |
| Nov 2014 | 2 | D14/23268 | | O1114-022 | Nov 2016 |
| Mar 2018 | 3 | D16/29010 | Biennial review, update document controller | O0318-073 | Mar 2020 |
| Nov 2019 | 4 | D16/29010[v2] | Biennial review, no change | O1119-248 | Nov 2021 |
| Oct 2020 | 5 | D16/29010[v3] | Update ISO standard reference | O1020-317 | Oct 2022 |
| Jan 2022 | 6 | D16/29010[v4] | Biennial review, no change | O0122-012 | Jan 2024 |
| Nov 2023 | 7 | D16/29010[v5] | Biennial review, no change. | O1123-189 | Nov 2025 |
| Aug 2024 | 8 | D16/29010[v6] | Update purpose, scope, definitions, SOE references. Replace employee references with worker in line with new legislation. Remove reference to ISO. Update Risk Assessment Criteria tables. Update referencing documents. | O0824-028 | Aug 2026 |



Audit Regulation 17 Review Summary Q3 2024/2025



Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|--|
| r.17.2 | Draft and endorse a standard operating procedure for reviewing the Risk Register. This should address when identified risks are to be included in the register before the biennial review. Such risks may be identified, for example, through Hazard/Incident Report Forms. | Management practice drafted, to be peer reviewed and approved. | Governance & Corporate Support Coordinator |
| r.17.3 | Undertake an audit/review of the Risk Management Procedures document, to ensure it is up to date and governance processes are being undertaken (e.g. internal audit on internal control procedures). Include review details for the Risk Management Procedures document at the beginning or end of the document. | | Coordinator Workplace Health and Safety |
| r.17.4 | Ensure the approval date and review dates are recorded in the Work Health and Safety Procedure - Workplace Inspections. | | Coordinator Workplace Health and Safety |
| r.17.5 | Draft a management practice or standard operating procedure for reviewing the BCP. | Not Started. | Coordinator Workplace Health and Safety |
| r.17.8 | Draft a procedure to address incorrect accounting estimates, capturing how to avoid them in the first instance, and how to address them if they occur. | The method for accounting estimates should be defined in the Financial Management Manual which is currently being collated. | Manager Financial Services |

Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|--|
| r.17.9 | Draft a management practice for dealing with litigious matters. | Not required - We have qualified staff to know which type of legal support is best to utilise. | Governance & Corporate Support Coordinator |
| r.17.10 | Continue reminding employees about the Employee Code of Conduct and other ethical matters on a regular basis. | All new starters read and sign Code of Conduct, whilst existing staff are constantly reminded of the Shire's values which underpin the Code. | Manager Human Resources |
| r.17.13 | Review the Occupational Safety and Health Management Plan. | Now called WHS Plan. | Coordinator Workplace Health and Safety |
| r.17.14 | Review the Work Health and Safety Procedure - Working in Adverse Weather Conditions (February 2018) including the heading to ensure it reflects its intended purpose. Ensure the functions of the Health and Safety Committee are reflected in the procedural document where appropriate. | Due to go to Document Control Group, finished consultation with SME. | Coordinator Workplace Health and Safety |
| r.17.15 | Develop a procedure for managing insurable risks, including the need for officers to actively participate in the insurers annual risk assessment process. | Corporate Support have developed a procedure for completing insurance renewals which includes incorporating feedback from relevant officers. This will be updated when time allows. | Governance & Corporate Support Coordinator |
| r.17.17 | Draft and endorse a management procedure regarding the management of large projects. This would address the question of when a project manager or other external consultants should be hired, as well as additional financial and other risk mitigation strategies. | Not started | Director Asset Management |

Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|--|
| r.17.18 | Ensure written guidance is provided to officers regarding when the (more extensive) evaluation process ought to occur, rather than allowing price to be the only consideration. | Not started | Director Asset Management |
| r.17.20 | HR to conduct a review of individual business area inductions to ensure they are appropriate and are conducted consistently. | Work continues to update all site inductions. HR and WHS inductions being updated and should be implemented in last quarter of 24/25. | Manager Human Resources |
| r.17.24 | Reinforce the requirement to record the use of delegations in accordance with statutory requirements. This may be a topic of an internal audit and/or could be addressed in the performance reviews of relevant officers. | Information regarding the requirement to record delegations is provided to all relevant staff annually when the new documentation is provided. Noted that training/induction for staff is on the list to be looked into further when time allows. | Governance & Corporate Support Coordinator |
| r.17.26 | Begin a program of conducting periodic internal reviews of systems and procedures. This may address discrete topics such as recording the use of delegations or completion of cash acknowledgement forms. | Planning for Internal Audit will be tabled for discussion with the Audit Committee. | Chief Executive Officer |
| r.17.28 | Draft a management procedure or standard operating procedure for engaging legal advisors. This should provide guidance on how to assess when legal advice is required and who is authorised to approve legal advice being sought. | SOP is not necessary as each area's process is different so shouldn't sit with one person. We have qualified staff to know which type of legal support is best to utilise for each situation that arises. | Governance & Corporate Support Coordinator |

Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|------------------------------------|
| r.17.29 | Consider including employee authority levels regarding the execution of documents in job descriptions. | Deferred until HR has capacity to review. | Manager Human Resources |
| r.17.30 | Draft a written procedure for logging records in and out, to assist records officers. | No Change | Information Management Coordinator |
| r.17.31 | Draft a standard operating procedure for the internal audits of IT software. | | Manager Information Services |
| r.17.32 | Financial procedures should be reviewed and collated into a comprehensive Financial Procedures Manual. This will help to make procedures and standards clearer for employees to follow. | Financial Management Manual is around 60% complete. With the implementation of new systems, some areas are under review to ensure they match up to system and internal controls. | Manager Financial Services |
| r.17.33 | Draft a standard operating procedure for investigating variances. | Will make up part of financial management manual. Uncertain as to how much guidance is needed in the investigation of variances, it will likely be very generic. | Manager Financial Services |
| r.17.34 | Continue to regularly reinforce records management protocols including the transfer of finalised documents into TRIM. | Records Officers have improved and developed new induction and training documentation. With Manager of Information Services for review. | Information Management Coordinator |
| r.17.36 | Ensure the complete procedure for the approval of financial payments is captured in a written procedure. | This will be covered in the Financial Management Manual. With the implementation of P2P it is expected that this procedure will need review to ensure sound internal controls. | Manager Financial Services |

Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--|--|
| r.17.38 | Ensure that the cash management practice for the Shire is captured in a written procedure. Ensure all facilities where cash is collected have written procedures to support staff managing or handling the cash received. | Cash management practices have been reviewed and will be added to the financial management manual. | Manager Financial Services |
| r.17.39 | Conduct periodic audits to ensure that the receipt forms are correctly signed. Ensure all relevant officers are promptly reminded of the correct procedure or receive further training, whenever the form is not correctly signed or completed. | | Manager Financial Services |
| r.17.40 | Review the Records Management Procedures Manual. Ensure the manual is reviewed regularly (every two years). | Staff are working through individual tasks and creating SOPs that will form the new Records Management Procedures Manual | Information Management Coordinator |
| r.17.42 | Consider expanding the scope of the Compliance Calendar to include legislative compliance matters in other departments. Alternatively, a separate global calendar could be created for this more expansive purpose. Ensure all departments have an adequate system of monitoring legislative compliance. | Completed. | Governance & Corporate Support Coordinator |

Shire of Esperance

Audit Regulation 17 Review Q3 2024/2025

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|---|---|
| r.17.45 | Review Complaint Handling Policy to ensure all types of complaints are captured including Public Interest Disclosures and Corruption & Crime Commissions reporting. | Documentation for complaint handling and the relevant policies and procedures are available on the Shire's website. | Director Corporate and Community Services |
| r.17.46 | Develop internal procedures to identify adverse trends if this is practicable (e.g. include item on Executive Team agenda for discussion; monitoring external customer and stakeholder feedback). | An item for this is included on all EMT Agendas. | Director Corporate and Community Services |
| r.17.47 | Review the role of the audit committee with particular consideration towards increasing its involvement in matters relating to risk. | Scope for Audit Committee was determined post the last election. | Director Asset Management |
| r.17.48 | Ensure adequate training is provided to the independent member of the audit committee in regard to local government practices and the functions of the audit committee. | Not due until after the LG election when an independent chair is required for the Audit Committee. | Chief Executive Officer |
| r.17.49 | Incorporate into the Evaluation Report, a declaration to confirm relevant processes and legislative requirements have been met. | Declaration has been included in the evaluation report. | Director Asset Management |



Audit Regulation 17

Action Status Summary

May 2025



Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--------------|--|
| r.17.1 | Include a review deadline in all council policies, with every endeavour being given to undertaking those reviews in a timely manner. | Completed | Governance & Corporate Support Coordinator |
| r.17.2 | Draft and endorse a standard operating procedure for reviewing the Risk Register. This should address when identified risks are to be included in the register before the biennial review. Such risks may be identified, for example, through Hazard/Incident Report Forms. | In Progress | Governance & Corporate Support Coordinator |
| r.17.3 | Undertake an audit/review of the Risk Management Procedures document, to ensure it is up to date and governance processes are being undertaken (e.g. internal audit on internal control procedures). Include review details for the Risk Management Procedures document at the beginning or end of the document. | Completed | Coordinator Workplace Health and Safety |
| r.17.4 | Ensure the approval date and review dates are recorded in the Work Health and Safety Procedure – Workplace Inspections. | Completed | Coordinator Workplace Health and Safety |
| r.17.5 | Draft a management practice or standard operating procedure for reviewing the BCP. | Not Started | Coordinator Workplace Health and Safety |
| r.17.6 | Include a reminder to review the BCP in the compliance calendar. | Completed | Governance & Corporate Support Coordinator |
| r.17.7 | Include a review deadline in the IT Disaster Recovery Plan. | Completed | Manager Information Services |
| r.17.8 | Draft a procedure to address incorrect accounting estimates, capturing how to avoid them in the first instance, and how to address them if they occur. | In Progress | Manager Financial Services |
| r.17.9 | Draft a management practice for dealing with litigious matters. | Not Required | Governance & Corporate Support Coordinator |
| r.17.10 | Continue reminding employees about the Employee Code of Conduct and other ethical matters on a regular basis. | Completed | Manager Human Resources |

Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|-------------|--|
| r.17.11 | Ensure a review deadline is included in all management practices. | Completed | Governance & Corporate Support Coordinator |
| r.17.12 | Ensure the revision history for all policies/plans/procedures is updated as reviews occur, including the Occupational Safety and Health Management Plan. | Completed | Governance & Corporate Support Coordinator |
| r.17.13 | Review the Occupational Safety and Health Management Plan. | Completed | Coordinator Workplace Health and Safety |
| r.17.14 | Review the Work Health and Safety Procedure – Working in Adverse Weather Conditions (February 2018) including the heading to ensure it reflects its intended purpose. Ensure the functions of the Health and Safety Committee are reflected in the procedural document where appropriate. | In Progress | Coordinator Workplace Health and Safety |
| r.17.15 | Develop a procedure for managing insurable risks, including the need for officers to actively participate in the insurers annual risk assessment process. | completed | Governance & Corporate Support Coordinator |
| r.17.16 | Ensure the six month follow up report is scheduled in the Compliance Calendar. | Completed | Governance & Corporate Support Coordinator |
| r.17.17 | Draft and endorse a management procedure regarding the management of large projects. This would address the question of when a project manager or other external consultants should be hired, as well as additional financial and other risk mitigation strategies. | Not Started | Director Asset Management |
| r.17.18 | Ensure written guidance is provided to officers regarding when the (more extensive) evaluation process ought to occur, rather than allowing price to be the only consideration. | Not Started | Director Asset Management |

Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|-------------|--|
| r.17.19 | Ensure changes to the Shire's control environment are regularly discussed at Organisational Management Team meetings. Draft a short management practice regarding what control changes must be communicated to staff and how they are to be communicated. This may include responses to auditor comments, changes to legislation, policy reviews, management practice reviews, standard operating procedure reviews, etc. | In Progress | Director Corporate and Community Services |
| r.17.20 | HR to conduct a review of individual business area inductions to ensure they are appropriate and are conducted consistently. | In Progress | Manager Human Resources |
| r.17.21 | Review the New Employee Acknowledgment of Receipt to ensure all relevant/useful documents are included. This may, for example, include certain policies applicable to most or all employees. | Completed | Manager Human Resources |
| r.17.22 | Ensure IT practices are supported by written procedural documents. Ensure those documents are regularly reviewed. | Ongoing | Manager Information Services |
| r.17.23 | Draft a policy to identify the Shire's standards regarding cyber security. Draft procedural documents to support officers working in this area. | In Progress | Manager Information Services |
| r.17.24 | Reinforce the requirement to record the use of delegations in accordance with statutory requirements. This may be a topic of an internal audit and/or could be addressed in the performance reviews of relevant officers. | Not Started | Governance & Corporate Support Coordinator |
| r.17.25 | Ensure the Policy Review Checklist is either attached to, or referenced in, the relevant standard operating procedure. | Completed | Governance & Corporate Support Coordinator |
| r.17.26 | Begin a program of conducting periodic internal reviews of systems and procedures. This may address discrete topics such as recording the use of delegations or completion of cash acknowledgement forms. | Deferred | Director Corporate and Community Services |
| r.17.27 | Ensure review deadlines are included in council policies, management practices and standard operating procedure. | Completed | Governance & Corporate Support Coordinator |

Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|--------------|--|
| r.17.28 | Draft a management procedure or standard operating procedure for engaging legal advisors. This should provide guidance on how to assess when legal advice is required and who is authorised to approve legal advice being sought. | Not Required | Governance & Corporate Support Coordinator |
| r.17.29 | Consider including employee authority levels regarding the execution of documents in job descriptions. | Deferred | Manager Human Resources |
| r.17.30 | Draft a written procedure for logging records in and out, to assist records officers. | In Progress | Information Management Coordinator |
| r.17.31 | Draft a standard operating procedure for the internal audits of IT software. | completed | Manager Information Services |
| r.17.32 | Financial procedures should be reviewed and collated into a comprehensive Financial Procedures Manual. This will help to make procedures and standards clearer for employees to follow. | In Progress | Manager Financial Services |
| r.17.33 | Draft a standard operating procedure for investigating variances. | In Progress | Manager Financial Services |
| r.17.34 | Continue to regularly reinforce records management protocols including the transfer of finalised documents into TRIM. | In Progress | Information Management Coordinator |
| r.17.35 | Develop and finalise the User Terms and Conditions. | Ongoing | Information Management Coordinator |
| r.17.36 | Ensure the complete procedure for the approval of financial payments is captured in a written procedure. | Ongoing | Manager Financial Services |
| r.17.37 | Ensure all procedural documents are dated. | Completed | Governance & Corporate Support Coordinator |
| r.17.38 | Ensure that the cash management practice for the Shire is captured in a written procedure. Ensure all facilities where cash is collected have written procedures to support staff managing or handling the cash received. | In Progress | Manager Financial Services |

Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|--|-------------|--|
| r.17.39 | Conduct periodic audits to ensure that the receipt forms are correctly signed. Ensure all relevant officers are promptly reminded of the correct procedure or receive further training, whenever the form is not correctly signed or completed. | Ongoing | Manager Financial Services |
| r.17.40 | Review the Records Management Procedures Manual. Ensure the manual is reviewed regularly (every two years). | In Progress | Information Management Coordinator |
| r.17.41 | Include the Assets Register review in the Compliance Calendar. | Completed | Governance & Corporate Support Coordinator |
| r.17.42 | Consider expanding the scope of the Compliance Calendar to include legislative compliance matters in other departments. Alternatively, a separate global calendar could be created for this more expansive purpose. Ensure all departments have an adequate system of monitoring legislative compliance. | Completed | Governance & Corporate Support Coordinator |
| r.17.43 | Complete the standard operating procedure for completing CARs before the next CAR deadline. Ensure this addresses the standard of evidence/sampling required to adequately answer the questions. | Completed | Governance & Corporate Support Coordinator |
| r.17.44 | Consider including a consistent 'Governance Updates' section within each Handy Facts newsletter. This will ensure changes to policies, legislation and other governance issues are regularly considered and communicated to employees. | Completed | Governance & Corporate Support Coordinator |
| r.17.45 | Review Complaint Handling Policy to ensure all types of complaints are captured including Public Interest Disclosures and Corruption & Crime Commissions reporting. | Completed | Director Corporate and Community Services |
| r.17.46 | Develop internal procedures to identify adverse trends if this is practicable (e.g. include item on Executive Team agenda for discussion; monitoring external customer and stakeholder feedback). | Completed | Director Corporate and Community Services |

Shire of Esperance

Audit Regulation 17 Action Status Summary

| Action Code | Action Name | Comments | Responsible Officer Position |
|-------------|---|------------------|--|
| r.17.47 | Review the role of the audit committee with particular consideration towards increasing its involvement in matters relating to risk. | Completed | Chief Executive Officer |
| r.17.48 | Ensure adequate training is provided to the independent member of the audit committee in regard to local government practices and the functions of the audit committee. | Not Due to Start | Chief Executive Officer |
| r.17.49 | Incorporate into the Evaluation Report, a declaration to confirm relevant processes and legislative requirements have been met. | Completed | Director Asset Management |
| r.17.50 | Draft and endorse the standard operating procedure to guide the local law review. | Completed | Governance & Corporate Support Coordinator |
| r.17.51 | Ensure local law reviews are begun in time to enable deadlines to be met. The Shire should be aware that this process often requires over a year to complete. | Completed | Governance & Corporate Support Coordinator |

14. MOTIONS OF WHICH NOTICE HAS BEEN GIVEN

Nil

15. MEMBERS QUESTIONS WITH OR WITHOUT NOTICE

16. URGENT BUSINESS APPROVED BY DECISION

17. MATTERS BEHIND CLOSED DOORS

Officer's Comment:

It is recommended that the meeting is behind closed doors for the following items, in accordance with section 5.23(2) of the Local Government Act 1995.

Item: 17.1

RFT 0627-25 Myrup Waste Management Facility - Site Electrical Works

CONFIDENTIAL ITEM

This report is considered confidential in accordance with the Local Government Act 1995, as it relates to a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting (Section 5.23(2)(c)).

Item: 17.2

RFT 0628-25 Road Line Marking

CONFIDENTIAL ITEM

This report is considered confidential in accordance with the Local Government Act 1995, as it relates to a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting (Section 5.23(2)(c)).

Item: 17.3

RFT 0629-25 Audio Tactile Line Marking

CONFIDENTIAL ITEM

This report is considered confidential in accordance with the Local Government Act 1995, as it relates to a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting (Section 5.23(2)(c)).

Item: 17.4

RFT 0630-25 Supply, Deliver and Spraying of Bituminous Products

CONFIDENTIAL ITEM

This report is considered confidential in accordance with the Local Government Act 1995, as it relates to a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting (Section 5.23(2)(c)).

Item: 17.5

Administrative Matters Review

CONFIDENTIAL ITEM

This report is considered confidential in accordance with the Local Government Act 1995, as it relates to a matter affecting an employee or employees (Section 5.23(2)(a)).

18. PUBLIC QUESTION TIME

19. CLOSURE