

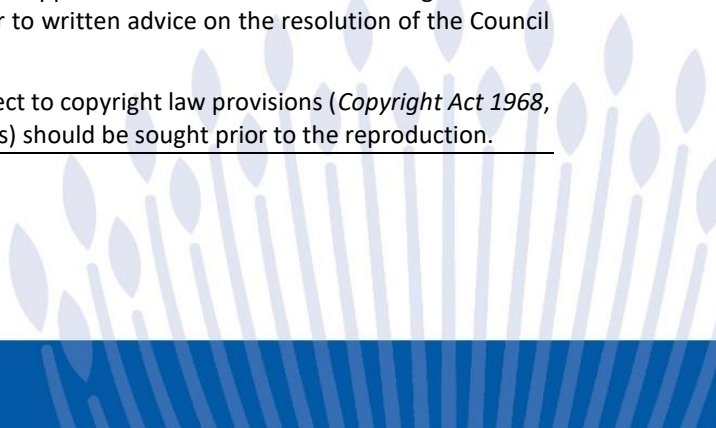
Ordinary Council Meeting

Minutes | 26th October 2023

Disclaimer

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SHIRE OF QUAIRADING

The Ordinary Council Meeting Minutes of Meeting held on 26th October 2023 commencing at 2.00pm.

ITEM 1 OPENING & ANNOUNCEMENTS

The Shire President opened the Meeting at 1.58 pm.

“Before we start our meeting, I would like to acknowledge that we are meeting on Noongar/Ballardong land. We pay respect to the original custodians of the land...past, present and future. I welcome you all here today for this meeting.”

ITEM 2 ATTENDANCE AND APOLOGIES

Councillors

Cr JN Haythornthwaite	Shire President
Cr TJ Stacey	Deputy Shire President
Cr BR Cowcill	
Cr JC Hayes	
Cr JR Hippisley	
Cr PD Smith	

Council Officers

Ms NJ Ness	Acting Chief Executive Officer
Ms T Brown	Executive Manager, Corporate Services
Ms SE Caporn	Executive Manager, Works & Services
Ms M Haeusler	Executive Officer
Ms J Green	Community & Engagement Officer

Observers/Visitor

Ms Erin Dunne	School Teacher
Anika, Archie, Agam, Aylah, Brock, Brody, Bella, Connor N, Connor R, Ellie, Layla, Lucia, O’Larqae, Pippa, Roma, Sadie, Tjay.	Quairading DHS Year 1/2 Class
Mrs Kelly Brown	
Mrs Kelsy Squires	

Apologies

Cr RC Faltyn	until Item 5
Dr Jack Yap	Quairading Medical Practice

Leave of Absence Previously Granted

Cr RC Faltyn	from Item 5
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ITEM 3 PUBLIC QUESTIONS**3.1 Quairading DHS Year 1/2 Excursion****Responsible Officer** Natalie Ness, Acting Chief Executive Officer**Reporting Officer** Marion Haeusler, Executive Officer**Attachments** Nil**Voting Requirements** Simple Majority**Disclosure of Interest** Reporting Officer: Nil
Responsible Officer: Nil

The following questions were received from the Year 1/2 class of Quairading DHS.

QUESTION

1. Why is there no vet service in Quairading?
2. Why is there no cinema or donut shop or pet shop or massage shop?
3. Why did it take so long to get a park?
4. Are you able to add anything to the park in the future? Lights at the top of the crow's nest because it is dark, monkey bars, a bigger slide, another trampoline, a fossil area?
5. Can we get a zebra crossing across the highway?
6. Which big thing would you choose?
7. Why don't trains use the train lines anymore?
8. How do you become a Councillor?
9. Why is there no dance class in Quairading anymore?

RESPONSE

1. Question answered by EMWS; the vet from Northam used to come out to Quairading. They possibly got too busy in Northam and it got too expensive to come out to Quairading once a week.
2. Question answered by Shire President; unfortunately, there are not enough people in Quairading to have all those shops. Maybe some of our next generation might be able to open a shop in Quairading when they grow up?
3. Question answered by EMWS; the EMWS wrote a letter to the Shire a long time ago, when her children were little, because there was nowhere in town to sit and have their packed lunch. There were a lot of people working at the Shire of Quairading then and over time, who did not know where to start to get a project like a park going. It took a little while to get the expertise to know what was needed to be done. Then the Shire had to apply for funding from different sources as building a park is very expensive and the Shire couldn't afford to do it by themselves. The whole project was interrupted by COVID-19, after which everyone put in a lot of effort and finally got the park built.
4. Question answered by EMWS; when the park was designed, the EMWS tried to make sure there was something to play on for every age group. The park also had to be designed to fit onto a certain amount of land and was able to be completed for a certain amount of money.

The extra lighting is a great idea, but to connect more lights, they have to be close to where there is already electricity, so a good spot might be on the toilet block, pointing towards the crow's nest. The EMWS also mentioned that one of the next Shire projects, the redeveloped Sports Precinct, was going to have another playground, so this would be a good opportunity to include some of the things that didn't fit in the park. An alternative to the trampoline was putting in a big bouncy pillow, but they are much easier to damage.

5. Question answered by EMWS; the main road running through town is not a Shire road, but run by Main Roads, a government department. This means, we can put forward suggestions, but Main Roads makes the decisions. The problem is, that the road is a heavy vehicle haulage route. As trucks and road trains can't stop as quickly as a car can, it makes it very difficult to have a zebra crossing, but the Shire will contact Main Roads to ask for additional signage warning drivers of pedestrians crossing the road, so they drive more carefully.
6. All Councillors answered this question; Cr Hayes: the light up Q; Cr Smith: the light up Q; Cr Stacey: the light up Q; Cr Cowcill, the light up Q (this should not cost \$1M, so maybe this can actually be done?); Cr Hippisley: the big John Deere; Cr Haythornthwaite: the big John Deere.
7. Question answered by Cr Stacey; a private company is leasing all the railway lines in WA and that company decides which lines will make them the most money, and the one in Quairading is not it.
8. Question answered by the Shire President; to become a Councillor, you have to really want to help the town get better. You also have to be an adult, 18, to be eligible to become a Councillor.
9. Question answered by the Shire President; there used to be someone from Toodyay who came to Quairading to teach dancing, but like the other business, they have to make money to make it worth it for them. It is possible that at some point there just weren't enough dance students in Quairading.

3.2 Sporting Precinct

Mrs Kelly Brown, with Mrs Kelsy Squires, is representing the Sport & Rec Precinct Working Group. Mrs Brown explained that the group had put a significant amount of time and money into feasibility studies, consultation and architect engagement to develop a plan for a new sport and recreation building and precinct, only for the project to grind to a halt due to COVID-19. She further explained that after nothing having happened over the last few years, members of the group had been invited to a meeting where they were told that the plans they had developed had basically been scrapped. They were presented with a new plan for a two-storey modular building that would replace the existing buildings and a staged plan where in phase 1 the netball and basketball courts would be replaced by mid next year.

Mrs Brown voiced the groups concern over the fact that the plans they were shown did not have the correct alignment for the tennis courts which must be aligned North/South. She also mentioned, that an essential part of the redevelopment was the covering of the netball courts, not necessarily in stage 1, but eventually, which means they need to be connected to the building.

The working group's concern is that the plans were rushed and that Council did not consult the working group who has a wealth of knowledge regarding the different sporting clubs' needs.

Mrs Brown asked of Councillors whether there was a chance to go back to the drawing board and work on a plan with the working group that will consider the necessary alignment and feedback from sporting clubs, before the first stage is underway and the netball courts are being laid.

Cr Haythornthwaite explained to Mrs Brown and Mrs Squires that Council would be determining representation to different committees and working groups today and that she could rest assured that lines of communication would be open. She then deferred the question to the Acting CEO.

The Acting CEO explained that for the project to be eligible for the State and Commonwealth funding, the facility had to be redesigned as a shared facility as the previous architect plans showed a design that was heavily skewed towards football. Otherwise, the new design incorporates a lot of the existing features. The Acting CEO also explained that the project is not as far progressed, as the concept designs for a two-story building and adjacent netball and tennis courts might have made it seem. These concept plans and the staged approach of the project were necessary to secure funding, but the feature survey being undertaken and comment from and involvement of clubs will all inform the actual scope of accommodation and final design of the precinct and pavilion.

The stages as they are planned will be the new netball courts as stage 1, stage 2 being the new pavilion and the tennis courts as stage 3. All need to be incorporated into the feature survey so the alignment of both tennis and netball courts can be planned correctly. But to get to that, the sporting clubs and community need to agree on the scope of accommodation before going to concept design.

The planned working group meeting had to be cancelled at short notice due to the fire emergency in Corrigin, but another meeting is planned for the coming Thursday which will include the architects for explanation and to answer questions. Whether the new pavilion will be a modular design or an in-situ build will strongly depend on costings.

Reasons why the netball courts are part of stage 1 are the current state of the courts (mould being a health risk) and the fact that state funding was available at the time strictly for new courts. Whether the application for that funding is successful should be known within the next few weeks, but procurement cannot start until the announcement by the Minister, which will be in December. If successful, we would then have to finalise the first stage of the project by the end of June to be able to acquit the grant, but if the consensus was that we were not at a stage yet to begin the project, that funding could be turned down.

The Acting CEO explained that several funding opportunities are available and some have or will be applied for, but that the Shire was still responsible for 50% of the cost which was why the Shire's Long Term Financial Plan also needed to be taken into consideration.

At 2.29 PM, Ms J Green, Mrs Kelly Brown, Mrs Kelsy Squires, Ms Erin Dunne and the Quairading DHS Year 1/2 class left the meeting.

ITEM 4 DEPUTATIONS/PRESENTATIONS/SUBMISSIONS/PETITIONS

No matters for consideration

ITEM 5 APPLICATIONS FOR LEAVE OF ABSENCE

5.1 Application for Leave - Cr Faltyn

Responsible Officer Natalie Ness, Acting Chief Executive Officer**Reporting Officer** Marion Haeusler, Executive Officer**Attachments** Nil**Voting Requirements** Simple Majority**Disclosure of Interest** Reporting Officer: Nil
Responsible Officer: Nil**UPDATE IN BRIEF**

A written application for Leave of Absence has been received from Cr Faltyn for the Ordinary Meeting of Council scheduled for the 26th October 2023. Council, in accordance with Section 2.25 of the *Local Government Act 1995* may by resolution grant Leave of Absence to an Elected Member

RESOLUTION: OCM 092-23/24

Moved: Cr JC Hayes

Seconded: Cr JR Hippisley

That Council grant Leave of Absence to Cr RC Faltyn in accordance with Section 2.25 of the *Local Government Act 1995* from the Ordinary Meeting of Council and the Concept Forum scheduled for the 26th October 2023.

FOR: Crs PD Smith, TJ Stacey, BR Cowcill, JC Hayes, JN Haythornthwaite and JR Hippisley**AGAINST:** Nil**CARRIED 6/0**

5.2 Application for Leave - Cr Smith

Responsible Officer	Natalie Ness, Acting Chief Executive Officer
Reporting Officer	Marion Haeusler, Executive Officer
Attachments	Nil
Voting Requirements	Simple Majority
Disclosure of Interest	Reporting Officer: Nil Responsible Officer: Nil

UPDATE IN BRIEF

A written application for Leave of Absence has been received from Cr Smith for all Shire commitments, scheduled or unscheduled, from the 27th October 2023 until the 15th December 2023. Council, in accordance with Section 2.25 of the *Local Government Act 1995* may by resolution grant Leave of Absence to an Elected Member

RESOLUTION: OCM 093-23/24

Moved: Cr TJ Stacey
Seconded: Cr BR Cowcill

That Council grant Leave of Absence to Cr PD Smith in accordance with Section 2.25 of the *Local Government Act 1995* from Shire commitments form the 27th October 2023 until the 15th December 2023.

FOR: Crs JN Haythornthwaite, TJ Stacey, BR Cowcill, JC Hayes, JR Hippisley and PD Smith
AGAINST: Nil

CARRIED 6/0

ITEM 6 DECLARATIONS OF INTEREST

Nil

ITEM 7 CONFIRMATION OF MINUTES AND BUSINESS ARISING**7.1 Confirmation of Minutes: Ordinary Council Meeting – 28 September 2023**

RESOLUTION: OCM 094-23/24

Moved: Cr BR Cowcill

Seconded: Cr JC Hayes

That the Minutes of the Ordinary Council Meeting held on the 28 September 2023 be confirmed as a true and accurate record.

FOR: Crs PD Smith, TJ Stacey, BR Cowcill, JC Hayes, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

7.2 Confirmation of Minutes: Special Council Meeting – 9 October 2023

RESOLUTION: OCM 095-23/24

Moved: Cr JC Hayes

Seconded: Cr JR Hippisley

That the Minutes of the Special Council Meeting held on the 9 October 2023 be confirmed as a true and accurate record.

FOR: Crs PD Smith, TJ Stacey, BR Cowcill, JC Hayes, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

7.3 Confirmation of Minutes: Special Council Meeting – 23 October 2023

RESOLUTION: OCM 096-23/24

Moved: Cr JC Hayes

Seconded: Cr TJ Stacey

That the Minutes of the Special Council Meeting held on the 23 October 2023 be confirmed as a true and accurate record.

FOR: Crs PD Smith, TJ Stacey, BR Cowcill, JC Hayes, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

BUSINESS ARISING

Nil

ITEM 8 RECEIVAL OF COMMITTEE MEETING MINUTES (NO RECOMMENDATIONS)

No matters for consideration

ITEM 9 RECOMMENDATIONS FROM COMMITTEE MEETINGS FOR COUNCIL CONSIDERATION

No matters for consideration

ITEM 10 MATTERS FOR CONSIDERATION – BUILDING & TOWN PLANNING




No matters for consideration

ITEM 11 MATTERS FOR CONSIDERATION – FINANCE & AUDIT

11.1 Accounts for Payment - September 2023

Responsible Officer Tricia Brown, Executive Manager, Corporate Services

Reporting Officer Cynthia Lowe, Senior Finance Officer

- Attachments**
1. 11.1 (i) List of Accounts [↓](#) 
 2. 11.1 (ii) Transport Takings [↓](#) 
 3. 11.1 (iii) Credit Card Reconciliation [↓](#) 

Voting Requirements Simple Majority

Disclosure of Interest Reporting Officer: Nil

Responsible Officer: Nil

RESOLUTION: OCM 097-23/24

Moved: Cr TJ Stacey

Seconded: Cr BR Cowcill

That Council note the following:

1. That schedule of accounts for September 2023 covering municipal vouchers 23979 to 23983 and EFT13128 to EFT13223 totalling \$862,097.37 be received (Attachment i);
2. That police licensing payments for the month of September 2023 totalling \$19,297.45 be received (Attachment ii); and
3. That fund transfers to the corporate credit card for September 2023 totalling \$4,055.08 be received (Attachment iii); and
4. That net payroll payments for the month of September 2023 totalled \$126,432.55; and
5. That the lease payments for the month of September 2023 totalled \$2,423.73 for the CESM vehicle lease.

FOR: Crs PD Smith, TJ Stacey, BR Cowcill, JC Hayes, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

IN BRIEF

Payments are as per attached schedules 11.1 (i), (ii) and (iii).

MATTER FOR CONSIDERATION

Note the accounts paid during September 2023.

BACKGROUND

Council has delegated to the Chief Executive Officer the exercise of power to make payments from its municipal or trust funds. In accordance with regulation 13(1) of the Local Government (Financial Management) Regulations 1996 a list of accounts paid by the CEO is to be prepared each month and presented to the Council at the next ordinary meeting of the Council after the list is prepared.

STATUTORY ENVIRONMENT

Local Government (Financial Management) Regulations 1996

Local Government Act 1995

POLICY IMPLICATIONS

Corporate Credit Card Policy

Purchasing Policy

Delegation 1.1.13: Payments from the municipal or trust funds

FINANCIAL IMPLICATIONS

Payment from Council’s municipal fund. Expenditure as per delegated authority and included in the 2023/2024 budget.

Payments made for the 2023/24 year in the payments List have been included in Council’s budget in accordance with section 6.8 of the Local Government Act 1995.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community
- 5.4 Governance & Leadership:** Implement systems and processes that meet legislative and audit obligations

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Financial misconduct by (a) a Shire employee, and (b) an executive/office holder results in financial, legal and/or reputational damage.

RISK ASSESSMENT

	Option 1
Financial	Low <i>Given Purchasing / Procedures followed, together with Management Separation of acceptance of duties and Processes in place.</i>
Health	Low
Reputation	Low Creditors reviewed weekly and paid in accordance to agreed terms.
Operations	Low

Natural Environment	Low
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Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

The payment listing for September 2023 is included at **Attachment (i)**.

Previously, point 5 of the recommendation included the “lease” payment for the Skeleton Weed Vehicle, being a chattel mortgage repayment of \$1,043.80 per month. As per the ruling of the Office of the Auditor General (OAG) for the 2021/22 annual financial report, this vehicle is to no longer be recognised as a right of use (ROU) asset, and not recognised as a lease liability of the Shire. It is therefore removed from the financials as a liability, and removed from point 5 of the recommendation. The principal and interest repayments related to this vehicle, are now recognised as operating expenditure under the Rural Services sub-program.

11.1 (i) List Of Accounts - September 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13128	07/09/2023	SERVICES AUSTRALIA CHILD SUPPORT	Payroll deductions	253.33	FULLY
EFT13129	07/09/2023	QUAIRADING TYRE & BATTERY SUPPLIES	HAULMAX DRIVE TYRES AND FITTING - 2012 UD NISSAN TRUCK	3524.17	
EFT13130	07/09/2023	BRUCE ROCK ENGINEERING	CYLINDER 2.5 X 24" - SIDE PORT (DROP DECK) - CAT TRUCK"	360.43	
EFT13131	07/09/2023	BURGESS RAWSON	ACCOUNT #90184002607- WATER USAGE 06.06.23 - 15.08.23 - 1 QUAIRADING - YORK ROAD QUAIRADING PTA L1422 CRC, ACCOUNT #9007855416 - WATER USAGE 06.06.23 - 15.08.23 - 1 QUAIRADING - YORK ROAD QUAIRADING LOT366 PTA L1422 - CENTENARIA, ACCOUNT #9010881981- WATER USAGE 06.06.23 - 15.08.23 - HEAL STREET QUAIRADING PTA L1422, ACCOUNT #90184002607- RATES 01.07.23 - 31.08.23 - 1 QUAIRADING - YORK ROAD QUAIRADING PTA L1422 CRC, ACCOUNT #90184002607- WATER USAGE 06.06.23 - 15.08.23 - 1 QUAIRADING - YORK ROAD QUAIRADING PTA L1422 CRC	417.48	
EFT13132	07/09/2023	QUAIRADING TYRE & BATTERY - COMMUNITY CAR	COMMUNITY CAR FUEL PURCHASES FOR AUGUST 2023	198.89	FULLY
EFT13133	07/09/2023	WATER CORPORATION	ACCOUNT #9007856224 WATER USAGE & CHARGES 08.06.23 - 15.08.23 -	9262.15	PARTIAL
EFT13134	07/09/2023	BOB WADDELL & ASSOCIATES PTY LTD	2023/2024 RATES MANAGEMENT: 4.25HRS ASSISTANCE PROVIDED BY TARA - LG OWNED PROPERTY VERIFICATION (CROWN LEASE TO SHIRE), 2023/2024 RATES MANAGEMENT: CHANGE OF OWNERSHIP, PENSIONER CLAIMS, APPLICATIONS & LETTERS, INTERIM SCHEDULES, RATES QUERIES, ADJUSTMENTS & GENERAL, DEBT RECOVERY, ASSISTANCE WITH 2023/2024 BUDGET AND FINANCE SUPPORT	1072.50	
EFT13135	07/09/2023	BENTNAIL BUILDING & MAINTENANCE	2 DAYS EXCAVATOR HIRE, LABOUR INCL. INSTALL SIGNS, WINDMILLS, FURNITURE & TEMP FENCE	2464.00	
EFT13136	07/09/2023	SARAH CAPORN	REIMBURSEMENT FOR PURCHASE OF A HAMMERDRILL FOR DEPOT	2187.00	
EFT13137	07/09/2023	PETER ROBERT YORK	FIT SHOWER HEAD - LAYBY TOILET, REPAIR TOILET SEAT IN WAITING ROOM - MEDICAL PRACTICE	140.00	
EFT13138	07/09/2023	BJ & SM FAIRCLOUGH	GRAVEL FOR 23/24 ROAD CONSTRUCTION - SLK19.4, QUAIRADING - CORRIGIN ROAD RRG 166B	8250.00	PARTIAL
EFT13139	07/09/2023	DEAN ROBERT MASTIN	REIMBURSEMENT FOR DRILL BITS -DEPOT	172.80	
EFT13140	07/09/2023	YORK AUTO ELECTRICS & AIR CONDITIONING	LABOUR TO REPLACE LOW BEAM HEADLIGHT GLOBE AND CHECK ALL LIGHTS - COLORADO LABOUR TO FIX JOYSTICK - DRUM ROLLER LABOUR FOR AIR CONDITIONING ISSUES, LOCATING LEAKING FITTINGS UNDER	2620.20	
EFT13141	07/09/2023	STRATCO CANNING VALE	TUBE, DECKING MODWOOD, PATIO BRACKET, SCREWS, PLASTIC CAP, SUPERDEK - STACEY LAMB TRAIN GAZEBO	4466.56	

11.1 (i) List Of Accounts - September 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13142	07/09/2023	AVON VALLEY WINDSCREENS - EFTSURE VERIFIED	WINDSCREEN REPLACEMENT - HINO TRUCK	842.60	
EFT13143	07/09/2023	WA CONTRACT RANGER SERVICES PTY LTD	WEEKLY CAT CULLING AT THE TIP AND OTHER SITES WHERE REQUIRED (01.08.23 - 03.08.23 & 08.08.23 - 10.08.23), CONTRACT RANGER SERVICES FOR THE MONTH OF AUGUST 2023 - DATE SERVICED 10/08/2023, 15/08/23 & 22/08/23	1933.25	
EFT13144	07/09/2023	MARKET CREATIONS	MONTHLY HOSTING FEE MARKET CREATIONS - QUAIRADING WEBSITE	857.08	
EFT13145	07/09/2023	DAVES TREE SERVICE	VERGE MULCHING - QUAIRADING - CUNDERDIN ROAD, TREE REMOVAL X 2, STUMP GRINDING, REMOVAL OF LARGE GUMTREES AT REAR OF ADMIN CAR PARK - LRCI FUNDED EXPENDITURE, ACCOMODATION AND FOOD FOR 4 WORKER X 2 NIGHTS	114796.00	PARTIAL
EFT13146	07/09/2023	IMPRINT PLASTIC	DOOR NAME - INSERT & EXTRUSION (COMPLETE SET UP) X 2 EMCS, SFO & DOOR NAME - INSERT ONLY - EO - ADMIN	55.55	
EFT13147	07/09/2023	NUTRIEN AG SOLUTIONS	BUILD CHOICE FAST SET CONCRETE - DEPOT (TRAFFIC SIGNS)	318.78	
EFT13148	07/09/2023	QUAIRADING TYRE & BATTERY SUPPLIES - FUEL ACCOUNT	ULP PURCHASES FOR JULY - 0Q, QO AND PLANT & EQUIPMENT	669.00	
EFT13149	07/09/2023	JASON KEITH LILLEYMAN	CONTRACT GRADER DRIVER - VARIOUS ROADS (DUBELLING, CRIMP, MAYNARD, CAROLING SOUTH)	6072.00	
EFT13150	07/09/2023	GLOBAL SPILL CONTROL PTY LTD	REFILL PACK FOR SKGPB240 FUEL & OIL SPILL KIT - DEPOT	231.66	
EFT13151	07/09/2023	MARZOCCHI CONTRACTING	CARPET CLEANING - AKV UNIT 1	137.50	
EFT13152	07/09/2023	CRISP WIRELESS	MONTHLY INTERNET FOR SEPTEMBER FOR VARIOUS PROPERTIES	1429.38	
EFT13153	07/09/2023	TAYLOR SMART LAWYERS & NOTARIES	SPECIAL CONDITION CONTRACTS - EDWARDS WAY LOTS	1500.00	
EFT13154	07/09/2023	WALLIS COMPUTER SOLUTIONS	SERVICE TO CONNECT NEW PRINTER - DEPOT	917.66	
EFT13155	07/09/2023	ELDERS QUAIRADING	VARIOUS - COUPLINGS, TAP ADAPTERS, THREAD TAPE, CEMENT, PADLOCK, NUTSETTER, 2 STROKE OIL - PARKS & GARDENS, VARIOUS - MARKING PAINT, PADLOCK, TEK SCREWS - DEPOT, DISPOSABLE GLOVES - PUBLIC TOILETS, AIR FITTING KIT. AIR PLUG 1/4' HOSE - MULCHING UTE	1333.45	
EFT13156	07/09/2023	ONLINE COMPOSITE ENGINEERING PTY LTD	SUPPLY 900M2 OF 6MM, CEMENTCRETE COMPOSITE BLANKET - MCLENNAN STREET DRAINAGE - 50% DEPOSIT	23940.95	
EFT13157	07/09/2023	ALTUS PLANNING - EFTSURE VERIFIED	TOWN PLANNING SERVICES FOR JULY 2023	1001.00	
EFT13158	07/09/2023	WENCO PTY LTD - EFTSURE VERIFIED	SUPPLY AND FABRICATION OF WIND WHEEL POLES - KWIRRADING KOORT - LOTTERYWEST / LRCI FUNDED PROJECT	20956.42	
EFT13159	07/09/2023	RA-AN ENTERPRISES	GRAVEL PUSH UP - RRG - QUAIRADING - CORRIGIN ROAD	27401.00	PARTIAL
EFT13160	07/09/2023	TIDY UP	DEPOT TO DEPOT, LABOUR ONSITE, RECYCLING E -WASTE - RECYCLE CENTRE	4560.00	

11.1 (i) List Of Accounts - September 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13161	07/09/2023	HALL BROS CONTRACTING (STEPHEN SMITH HALL)	SERVICING OF NISSAN FORKLIFT - DEPOT	130.00	
EFT13162	07/09/2023	EXCEL NETWORK PTY LTD	TAG & TEST EQUIPMENT - 1 X SPDELTA - DELTAPAT STARTER PACK - METREL DELTAPAT MI 3309 BT POTABLE APPLIANCE TESTER - DEPOT	1617.00	
EFT13163	07/09/2023	JEANETTE KELLY	REFUND OF TOWN HALL BUILDING & KEY BOND - KELLY - 11.08.2023	875.00	
EFT13164	07/09/2023	FULLY PROMOTED MIDLAND	SET UP - ONCE OFF CHARGE FOR SHIRE OF QUAIRADING LOGO - JACKETS, SHIRTS & HOODIES EMBROIDERY SOA LOGO - DEPOT	866.80	
EFT13165	07/09/2023	TODAYS BUILDING SERVICES PTY LTD	BUILDING SURVEYING FOR THE GAZEBO, ABLUTION BLOCK & SHADE SALES - COMMUNITY PARK LOTTERYWEST / LRCI FUNDED PROJECT	770.00	
EFT13166	15/09/2023	MARILYN JANE REIDY	WELCOME TO COUNTRY - KWIRRADING KOORT OPENING	500.00	
EFT13167	15/09/2023	QUAIRADING TYRE & BATTERY SUPPLIES	PURCHASE AND FITTING OF ARIVO TYRE FOR SIDE TIPPER - DEPOT, REPAIR OF LOADER TYRE - DEPOT, O RING, STRIP & FIT LOADER TYRE, TRACMAX TYRE - TRAILER - DEPOT	685.65	
EFT13168	15/09/2023	CDA AIR CONDITIONING & REFRIGERATION	REPLACE AIR CONDITIONER AT YOUTH CENTRE	4090.00	
EFT13169	15/09/2023	BENTNAIL BUILDING & MAINTENANCE	REPLACE CORRUGATED ROOF AND NORTHERN WALL SKYLIGHTS - RAM SHED, REPAIR OF IRRIGATION LABOUR & MATERIALS - OVAL & GROUNDS, LABOUR TO REMOVE POST AND BACKFILL SAND AROUND TRAMPOLINE. MACHINERY HIRE	5980.26	
EFT13170	15/09/2023	PETER ROBERT YORK	REPLACE 12 FIBREGLASS ROOF SHEETS WITH POLYCARBONATE SHEETS & CLEANING GUTTERS - U5, 6, 7 & 8 ARTHUR KELLY VILLAGE, SEAL AROUND FRONT AND BACK DOORS, REPLACE STRIKE PLATE (FRONT DOOR), SEAL GAP IN TOILET WINDOW FRAME, PLASTER GAP IN BEDROOM CEILING, REAFFIX TOWEL RAIL IN BATHROOM	1280.00	
EFT13171	15/09/2023	GREAT SOUTHERN FUEL SUPPLIES	DIESEL 5000L - DEPOT	9959.57	
EFT13172	15/09/2023	COMBINED PEST CONTROL	COMMERCIAL TERMITE INSPECTION - BRIDGE MAINTENANCE (MT STIRLING ROAD & QUAIRADING - CUNDERDIN ROAD)	550.00	
EFT13173	15/09/2023	DAVES TREE SERVICE	TRIMMING 70 X STREET TREES IN QUAIRADING TOWNSITE (IDENTIFIED IN WESTERN POWER 30 DAY DANGEROUS TREES WORK ORDER)	13002.00	
EFT13174	15/09/2023	AJ & BR COWCILL - ACCOUNTS PAYMENT	LABOUR & SERVICING OF P272	1017.50	
EFT13175	15/09/2023	CWB ELECTRICAL & A/C	PURCHASE & INSTALLATION OF NEW AIRCONDITIONER - UNIT 5 ARTHUR KELLY VILLAGE	3063.10	

11.1 (i) List Of Accounts - September 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13176	15/09/2023	DONEGAN ENTERPRISED PTY LTD	INSTALL OF TRAMPOLINE INCLUDING FOAM BOARDS, PINE SLEEPERS ETC WITH ACCOMMODATION - LOTTERYWEST / LRCI FUNDED PROJECT	13200.00	
EFT13177	15/09/2023	BEILBY DOWNING TEAL	CEO RECRUITMENT COSTS - 1ST STAGE	8689.36	
EFT13178	15/09/2023	JASON KEITH LILLEYMAN	LABOUR HIRE - GRADER OPERATOR - GEYER STREET, BELLACABELLA - DOODENANNING ROAD, CRIMP ROAD, MAYNARD ROAD & MINCHIN ROAD	5252.50	
EFT13179	15/09/2023	RURAL INFRASTRUCTURE SERVICES	PROVISION OF CONSULTANCY SERVICES FOR AUGUST 2023 - DEPOT	3941.30	
EFT13180	15/09/2023	THE STIRLING ARMS HOTEL	1 NIGHTS ACCOMODATION TEST AND TAG TRAINING - 3 x DEPOT STAFF	570.00	
EFT13181	15/09/2023	WORKWISE AUSTRALIA (SHAWMAC) - EFTSURE VERIFIED	ROAD SAFETY AUDIT, CONCEPT DESIGN AND PREPARATION OF A DRAFT BLACK SPOT FUNDING APPLICATION OF QUAIRADING SOUTH, OLD BEVERLEY AND QUAIRADING - CORRIGIN ROADS	8203.25	
EFT13182	15/09/2023	ALTUS PLANNING - EFTSURE VERIFIED	TOWN PLANNING SERVICES AUGUST 2023	1108.25	
EFT13183	15/09/2023	GEO & HYDRO ENVIROMENTAL MANAGEMENT PTY LTD - EFTSURE VERIFIED	PROVIDE ADVICE AND MONITORING OF WATER HYDROLOGY AROUND DOODENANNING HALL FOR FLOOD INUNDATION PURPOSES	2550.90	
EFT13184	15/09/2023	SUBIACO SINUS CLINIC	HEARING LOSS ASSESSMENT AS PART OF WORKCOVER - DEPOT	825.00	
EFT13185	15/09/2023	HALL BROS CONTRACTING (STEPHEN SMITH HALL)	250 HR SERVICE - ENGINE SERVICE & CHECK - CAT LOADER, SUPPLY AND INSTALL SEAL FOR DOOR RAM - 2013 NISSAN TRUCK, SUPPLY AND INSTALL SEAL FOR DOOR RAM - 2013 NISSAN TRUCK GST FREE, REPAIR TO DROP DOWN RAMPS - LOW LOADER	997.23	
EFT13186	15/09/2023	GRANT HOBBS - EFTSURE VERIFIED	4 X CUSTOM MADE EVERLASTING WIND WHEELS - SUPPLY AND INSTALL KWIRRADING KOORT - LOTTERYWEST / LRCI FUNDED PROJECT	15000.00	
EFT13187	15/09/2023	SALLY-JO THOMPSON	FACE PAINTING - KWIRRADING KOORT OPENING	300.00	
EFT13188	15/09/2023	HELEN MITCHELL	REFUND OF CANCELLATION OF BOOKING #12031559 (CABIN) 1 NIGHT 03.09.23	140.00	
EFT13189	15/09/2023	REBECCA PARKHOUSE PHOTOGRAPHY - EFTSURE VERIFIED	EVENT PHOTOGRAPHY - KWIRRADING KOORT OPENING	215.00	
EFT13190	15/09/2023	MODERN FURNITURE	DESK & MEETING TABLE - CEO OFFICE INCL FREIGHT	2345.00	
EFT13191	15/09/2023	CEMETERIES & CREMATORIA ASSOCIATION OF WA	CEMETERIES AND CREMATORIA ANNUAL MEMBERSHIP 2023-24	130.00	
EFT13192	15/09/2023	BOC LIMITED	CONTAINER SERVICE - DAILY TRACKING FOR PERIOD 29.07.23 - 28.08.23	52.35	

11.1 (i) List Of Accounts - September 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13193	22/09/2023	TELSTRA	TELSTRA ACCOUNT #3147560712 - 16.08.23 - 15.09.23 - MOBILE CHARGES - DEPOT, ADMIN, MEDICAL, C/PARK, CESM, WASTE, TELSTRA ACCOUNT #941848000 - 20.08.23 - 19.09.23 - OFFICE, TELSTRA ACCOUNT #941848000 - 20.08.23 - 19.09.23 - MEDICAL, TELSTRA ACCOUNT #941848000 - 20.08.23 - 19.09.23 - LAND CARE, TELSTRA ACCOUNT #941848000 - 20.08.23 - 19.09.23 - LICENSING, TELSTRA ACCOUNT #941848000 - 20.08.23 - 19.09.23 - POOL, TELSTRA ACCOUNT #941848000 - 20.08.23 - 19.09.23 - DEPOT, TELSTRA ACCOUNT #941848000 - 20.08.23 - 19.09.23 - QCRC, TELSTRA ACCOUNT #4866080200 - 28.08.23 - 28.09.23 - MEDICAL CENTRE, TELSTRA ACCOUNT #3147560738 - 02.09.23 - 01.10.23 - WAP / INTERNET CHARGES, TELSTRA ACCOUNT #3147560795 - 04.09.23 - 03.10.23 - CESM EMERGENCY SATELLITE PHONE	1671.76	
EFT13194	22/09/2023	COUNTRY COPIERS NORTHAM	COLOUR COPIER METRE READING 06.08.23 - 07.09.23	661.15	
EFT13195	22/09/2023	FULTON HOGAN INDUSTRIES PTY LTD - EFTSURE VERIFIED	IBC EMULSION FOR POTHOLING - DOODENANNING - MAWSON ROAD	1430.00	
EFT13196	22/09/2023	SYNERGY	SYNERGY ACCOUNT #558474190 - 11/07/23 - 06/09/23 - ARTHUR KELLY VILLAGE, SYNERGY ACCOUNT #765171390 - 13/07/23 - 09/08/23 - CARAVAN PARK, SYNERGY ACCOUNT #343155630 - 27/05/23 - 26/07/23 - TOAPIN WEIR, SYNERGY ACCOUNT #857387870 - 25/07/23 - 24/08/23 - STREETLIGHTS TARIFF, SYNERGY ACCOUNT #404791220 - 08/07/23 - 05/09/23 - 64 CORALING STREET, SYNERGY ACCOUNT #187804760 - 08/07/23 - 05/09/23 - LOUDEN STREET, SYNERGY ACCOUNT #207862210 - 08/07/23 - 05/09/23 - YOUTH CENTRE, SYNERGY ACCOUNT #377207980 - 12/07/23 - 06/09/23 - 19 POWELL CRESCENT, SYNERGY ACCOUNT #408945020 - 11/07/23 - 06/09/23 - BORES, SYNERGY ACCOUNT #831204500 - 11/07/23 - 06/09/23 - HEAL STREET STREET LIGHTS, SYNERGY ACCOUNT #222214330 - 11.06.23 - 06.09.23 - DAY CARE CENTRE, SYNERGY ACCOUNT #137839080 - 09/08/23 - 12/09/23 - 1 PARKER STREET (CRC)	10575.92	PARTIAL
EFT13197	22/09/2023	YORK AUTO ELECTRICS & AIR CONDITIONING	INSPECT FOR ELECTRICAL SMOKE IN CAB AND QUICK HITCH SWITCHING NOT WORKING AND REPAIR - JCB BACKHOE	3067.17	

11.1 (i) List Of Accounts - September 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13198	22/09/2023	DEPARTMENT OF FIRE AND EMERGENCY SERVICES	2023/24 ESL QUARTER 1 IN ACCORDANCE WITH THE DEPARTMENT OF FIRE & EMERGENCY SERVICE OF WA ACT 1998 PART 6A - EMERGENCY SERVICES LEVY - SECTION 36ZJ AND OPTION B AGREEMENT ARRANGEMENTS	24765.60	
EFT13199	22/09/2023	TEAM MEDICAL SUPPLIES	ABILITY DOPPLER W/PRINTER, VARIOUS CONSUMABLE MEDICAL SUPPLIES - MEDICAL PRACTICE	7422.66	
EFT13200	22/09/2023	WA LOCAL GOVERNMENT ASSOCIATION	WALGA COURSE - HR TOOLKIT FOR MANAGERS - SAO	1727.00	
EFT13201	22/09/2023	WA CONTRACT RANGER SERVICES PTY LTD	CONTRACT RANGER SERVICES FOR THE MONTH OF AUGUST 2023 - DATE SERVICED 24/08/2023, 29/08/23, 29.08 - 30/08/23 CAT CULLING PROGRAM & 04/09/2023	1045.00	
EFT13202	22/09/2023	JOONDALUP RESORT	ACCOMMODATION FOR LOCAL GOVERNMENTWORKS ASSOCIATION WA INC - 3 X DEPOT STAFF	2070.00	
EFT13203	22/09/2023	HISCONF	NATURAL EVOLUTION SHAMPOO (PACKET) - CARAVAN PARK	179.56	
EFT13204	22/09/2023	DORMAKABA AUSTRALIA PTY LTD	SERVICE OF AUTOMATIVE DOOR & INSPECTION - ADMIN & MEDICAL	200.26	
EFT13205	22/09/2023	IMPRINT PLASTIC	ACRYLIC DESK SIGNS - SAO, COUNCILLOR & EO	112.20	
EFT13206	22/09/2023	OFFICEWORKS	FILES, INK, DESK ORGANISER, POST IT NOTES, PENS, STAPLES, ENVELOPES,	379.79	
EFT13207	22/09/2023	FARMARAMA PTY LTD	BUILDERS CHOICE GREY CEMENT - PARKS & GARDENS	162.80	
EFT13208	22/09/2023	QUAIRADING TYRE & BATTERY SUPPLIES - FUEL ACCOUNT	UNLEADED FUEL PURCHASES AUGUST 2023 - EMCS, CEO, PLANT & C/PARK	1405.55	
EFT13209	22/09/2023	BUNNINGS GROUP LIMITED	VARIOUS - DUSTPAN & BRUSH, RUBBISH BIN & BAGS, GATE COILS, GATE STOPS, PADLOCK, SANDPAPER - KWIRRADING KOORT, DRAWER HANDLES TO REPLACE EXISTING ONES IN ADMIN OFFICE INCL P&H	463.11	
EFT13210	22/09/2023	COMPLETE OFFICE SUPPLIES PTY LIMITED	VARIOUS STATIONERY SUPPLIES (BELL, PAPER CLIPS, KETTLE, INK, PENS) - MEDICAL CENTRE, A3 DISPLAY BOOKS - DEPOT, DRAWER TIDY, STICKY NOTES - ADMIN	351.55	
EFT13211	22/09/2023	INFOCOUNCIL PTY LTD	INFO COUNCIL ANNUAL LICENCE FEE 08.09.23 - 30.06.24	4731.79	
EFT13212	22/09/2023	SECUREX PTY LTD.	50 x GYM SWIPE CARDS INCLUDING FREIGHT	544.00	
EFT13213	22/09/2023	HAILEY LOUISE PULFORD	REIMBURSEMENT FOR CHEROKEE WORKWEAR	392.73	
EFT13214	22/09/2023	ELDERS QUAIRADING	NOURISH BODY WASH, OMO 8KG LAUNDRY POWDER, WASHING DETERGENT 4L - CARAVAN PARK, RAPID SET CEMET, NGK SPARK PLUG, TORK TOILET ROLLS INDIVIDUALLY WRAPPED CTN, WINDEX 5L, WOOLPACK NYLON 5 PANEL ELDERS AIRR, BLACK ANHORMAX MAT AND BLACK BOSTON ZINC, PVC COUPLING, POP UP SPRINKLER, NYLEX HOSE BARBS	579.12	
EFT13215	22/09/2023	CHANEL MILLS	REIMBURSEMENT FOR CHEROKEE WORKWEAR	360.98	
EFT13216	22/09/2023	MACA	STABILIZING OF QUAIRADING-CORRIGIN ROAD - RRG166 & RRG166A	412583.89	PARTIAL

11.1 (i) List Of Accounts - September 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13217	22/09/2023	VIAJE STRATEGIC BUSINESS SERVICES - EFTSURE VERIFIED	FINAL REPORT ISSUED - 10 YEAR LONG TERM FINANCIAL REPORT (MILESTONE 5)	6050.00	
EFT13218	22/09/2023	DIESELS MOBILE - EFTSURE VERIFIED	REPAIR DISCHARGE HOSE AND TURBO - HITACHI EXCAVATOR	13154.41	
EFT13219	22/09/2023	AGRIBATE CONTRACTING	AVON SOUTH LOCAL ACTION GROUP - SKELETON WEED 2023	545.21	FULLY
EFT13220	22/09/2023	VOLUNTEER CENTRE OF WESTERN AUSTRALIA (INC)	REPAYMENT OF UNSPENT FUNDS AS PER GRANT AGREEMENT	310.00	FULLY
EFT13221	22/09/2023	TIMBER INSIGHT	BRIDGE REPAIRS - QUAIRADING - CORRIGIN ROAD, DANGIN - MEARS ROAD, MT STIRLING ROAD, BADJALING NTH & STH ROAD, DANGIN NTH ROAD, GEYER STREET, CUBBINE ROAD, SOLOMON ROAD,	4785.00	
EFT13222	22/09/2023	ENCHANTED STILTWALKING - EFTSURE VERIFIED	STILT WALKER PERFORMANCE - KWIRRADING KOORT OPENING	1716.00	
EFT13223	22/09/2023	CERTAGS - EFTSURE VERIFIED	1000 TEST & TAG STICKERS FOR ELECTRICAL EQUIPMENT	386.10	
23979	06/09/2023	SHIRE OF QUAIRADING	CONTAINERS FOR CHANGE FLOAT	195.80	
23980	13/09/2023	SHIRE OF QUAIRADING	CONTAINERS FOR CHANGE FLOAT	175.40	
23981	21/09/2023	SHIRE OF QUAIRADING	CONTAINERS FOR CHANGE FLOAT	143.50	
23982	26/09/2023	SHIRE OF QUAIRADING	CONTAINERS FOR CHANGE FLOAT	158.50	
23983	27/09/2023	DEPARTMENT OF TRANSPORT	PAY TO DOT 05.07.2023	5344.05	
				\$862,097.37	

TRANSPORT TAKINGS FOR THE MONTH ENDING
30 SEPTEMBER 2022 *Attachment 11.1 (ii)*

ACTUAL TOTAL TAKINGS		
DATE OF TAKINGS	DESCRIPTION	AMOUNT \$
6 Sep 2023	TRANSPORT TAKINGS	\$897.95
7 Sep 2023	TRANSPORT TAKINGS	\$759.20
8 Sep 2023	TRANSPORT TAKINGS	\$120.05
11 Sep 2023	TRANSPORT TAKINGS	\$254.10
12 Sep 2023	TRANSPORT TAKINGS	\$941.00
13 Sep 2023	TRANSPORT TAKINGS	\$22.90
14 Sep 2023	TRANSPORT TAKINGS	\$211.95
15 Sep 2023	TRANSPORT TAKINGS	\$215.35
18 Sep 2023	TRANSPORT TAKINGS	\$1,944.50
20 Sep 2023	TRANSPORT TAKINGS	\$4,786.80
21 Sep 2023	TRANSPORT TAKINGS	\$555.60
22 Sep 2023	TRANSPORT TAKINGS	\$685.05
26 Sep 2023	TRANSPORT TAKINGS	\$1,538.65
27 Sep 2023	TRANSPORT TAKINGS	\$3,388.60
28 Sep 2023	TRANSPORT TAKINGS	\$2,044.60
29 Sep 2023	TRANSPORT TAKINGS	\$931.15
TAKINGS RECEIVED IN THE BANK - SEPTEMBER 2023		\$19,297.45

AMOUNTS YET TO BE DRAWN		
DATE OF TAKINGS	DESCRIPTION	AMOUNT \$
2 Oct 2023	TRANSPORT TAKINGS	\$861.95
3 Oct 2023	TRANSPORT TAKINGS	\$1,847.85
SEPTEMBER TAKINGS RECEIVED IN THE BANK - OCTOBER 2023		\$2,709.80

Shire of Quairading
Credit Card Reconciliation - Page 1

Statement From 28/08/2023 Statement Total
Statement To 27/09/2023 \$ 4,055.08



Credit Card Summary			
Card Name	Title	Card Ending	Amount Spent
Nicole Gibbs	CEO	1475	\$ 1,500.33
Tricia Brown	EMCS	1336	\$ 626.05
Benjamin Davies	CESM	8917	\$ 948.31
Sarah Caporn	EMWS	3585	\$ 980.39

**** denotes an error by Westpac in linking personal purchases to corporate card. These are to be refunded**

Credit Card Transaction - GL Entry			
GL Code	Amount (incl GST)	GST (\$)	Narration/Summary
POQ1.2610.4001	\$ 233.05	\$ 21.19	PETROL EMCS VEHICLE 0Q
PQ5480.2610.4000	\$ 679.77	\$ 61.80	DIESEL PURCHASE CEO VEHICLE
W13216.2400.2101	\$ 44.00	\$ 4.00	SOCIAL MEDIA ADVERT SUBSCRIPTION
PROU002.2610.2101	738.92	\$ 67.17	FUEL FOR CESM VEHICLE
2030211.2700	\$ 340.50	\$ 30.95	REFRESHMENTS - REGIONAL DEVELOPEMNT, COUNCIL, RRG, COLLARD
120807120.2101	\$ 358.00	\$ 32.55	POPCORN MACHINE, BEANS & BEAN BAG COVERS
2140220.2400.2100	\$ 108.90	\$ 9.90	SMS MESSAGE MEDIA SUBSCRIPTION
2140287.2100	\$ 104.94	\$ 9.54	VINYL FOR OFFICE BENCH TOPS
BO10102.2101	\$ 164.99	\$ 15.00	REFUSE SITE STICKERS / SIGNS
120502150.2101	\$ 170.99	\$ 15.54	DOG LAW BROCHURES
120401410.2100	\$ 35.26	\$ 3.21	CHAT GPT SUBSCRIPTION
POQ1.2600.2100	\$ 375.00	\$ 34.09	EMCS VEHICLE SERVICE
POQ1.2980.2100	\$ 18.00	\$ 1.64	EMCS CAR WASHED
3140201.3810	-\$ 149.02	-\$ 13.55	REIMBURSEMENT TO CREDIT CARD FOR PURCHASES
PROU002.2610.2101	\$ 159.98	\$ 14.54	LIGHTBAR & POWER BOX CESM VEHICLE
2050765.2100	\$ 109.40	\$ 9.95	TRAINING TAMMIN/CUNDERDIN - CESM
P190.2610.2100	\$ 50.00	\$ 4.55	DIESEL EMWS VEHICLE
W11322.2400.2100	\$ 192.39	\$ 17.49	GATE LATCHES & HINGES (KK)
P661.2600.2100	\$ 330.00	\$ 30.00	LEFT DOOR MIRROR 2018 TRITON
P200.2600.2100	\$ 50.00	\$ 4.55	FERRIS MOWER
PROU002.2610.2101	-\$ 59.99	-\$ 5.45	REFUND OF LIGHTBAR NOT REQUIRED
9130001.00	-\$ 4,055.08		Bring credit card expenses into muni - September 2023 - evidence in Credit Card File

Totals	\$ 4,055.08	\$ 374.10
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Shire Confirmation


Nicole Gibbs, Chief Executive Officer

Council Approval


Jo Haythornthwaite, Chair A&R Committee

ACCOUNTS PROCESSING
Journal Date (DD):
Journal Number:
Journal Batch:
Journal Posting Period:



BusinessChoice Everyday Mastercard® Statement

SHIRE OF QUAIRADING
LEAH HORTON
PO BOX 38
QUAIRADING WA 6383

SHIRE OF QUAIRADING	FILE NO:
	04 OCT 2023
	TO: COPY TO:

Billing Account Number
5163 2800 9109 9937

Payment Due Date
23 OCTOBER 2023

Closing Balance
\$4,055.08

Minimum Payment Due
\$122.00

Amount Paid (Details on the reverse)
\$

+5163280091099937+

(Cut along this dotted line)

For enquiries please call 1300 650 107 (8am - 8pm, Monday to Friday). Lost or stolen cards service available 24 hours a day, 7 days a week.

Any statement entries for purchases or cash advances made in a foreign currency show the foreign currency transaction amount converted into Australian dollars by the applicable credit card scheme. Any applicable Westpac Foreign Transaction Fee (described below as "Foreign Transaction Fee") charged is shown as a separate entry.

Company Name	Number of Cards	Facility Number	Annual Cash % Rate	Annual Purchase % Rate		
Shire Of Quairading	4	02752751	9.96%	14.25%		
Contact Name	Billing Account Number	Opening Balance	Credit Limit			
Leah Horton	5163280091099937	3,299.84	10,000			
Statement From	Statement To	Payment Due Date	Opening Balance	Minimum Payment Due	Closing Balance	Available Credit
28 AUG 2023	27 SEP 2023	23 OCT 2023	3,299.84	122.00	4,055.08	5,944.92

Summary of Changes in Your Account Since Last Statement

From Your Opening Balance of	We Deducted Payments and Other Credits	And We Added				To Arrive at Your Closing Balance of	Total Past Due / Overlimit balances	Your minimum payment including past due overlimit is
		New purchases	Cash advances	Fees, Interest & Government Charges	Miscellaneous Transactions			
3,299.84	3,299.84 -	0.00	0.00	0.00	4,055.08	4,055.08	0.00	122.00

S002801 / M002801 / 271 / CN1VPCP2

CSF VPC

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Important:

1. If mailing **DO NOT** send notes or coins.
2. Please write your Payment Account Number on the back of each cheque.
3. Check your records of your transactions against this statement.
4. Report any discrepancies to Westpac.

Details of cheques (proceeds may not be available until cleared)					CASH AMOUNT
DRAWER (i.e. account name on cheque)	CHEQUE NO.	BSB NO. OR BANK	ACCOUNT NO. OR BRANCH	CHEQUE AMOUNT	
	6515 130 70				
TELLER/BANK STAMP					TOTAL \$
SIGNATURE:					



Choose the payment method that suits you best



By Mail

Complete and mail the top portion of page one of your statement together with your cheque to: Cards GPO Box 4220 Sydney NSW 2001



Via Westpac Internet Banking

At www.westpac.com.au if you have another Westpac account.



Using Card Autopay

Pay your account automatically from any cheque or non-passbook savings account with any bank or financial institution in Australia. To apply for Card Autopay for your credit card, call 1300 651 089 or download a form online at www.westpac.com.au.



Using BPAY

Contact any participating institution to make this payment from your cheque or savings account. When prompted, simply enter the biller code (5181) and your Payment Account Number as your reference number.



By Telephone Banking

Call 132 032 if you have another Westpac account.



In Person

At any of our Westpac branches in Australia.

S002801 / M002801 / 271 / CN1VPCP2

Important notice regarding Autopay Direct Debit Arrangement- Direct Debit

* If you have set up a direct debit arrangement for making automatic repayments to your BusinessChoice credit card account, and there have been two failed direct debit transactions (that is, we cannot withdraw the nominated amount from your nominated account) in consecutive months due to insufficient funds in the nominated account, we may, at our sole discretion:

1. Cancel your BusinessChoice Facility Autopay Request Form- Direct Debit Request (New change)
2. Impose a fee or charge (No change- We currently charge a \$15 missed payment fee when payment is not received by statement due date)
3. Charge interest on any unpaid purchases outstanding (No change)

If your Direct Debit Request is cancelled, you must arrange to either set up a new Autopay Request Form- Direct Debit Request or use alternative payment methods so we can process your payment. Please ensure that there are sufficient funds available in the nominated account to allow direct debit payments to be made in accordance with your BusinessChoice Facility Autopay Request Form- Direct Debit Request.

Please remember any payments made into the Billing account that places the Billing Account into credit or results in a zero balance at the payment due date, your direct debit will still continue to take place. This also applies if you make an additional payment into the Billing Account that is only a partial payment and still leaves a debit balance on the Billing Account, your direct debit arrangement for the month will remain unchanged and continue to take place.



Summary of Billing Account Transactions		
Date of Transaction	Description	Debits/Credits
11 SEP	Payments AUTOMATIC PAYMENT	
	Sub Total:	3,299.84 - 3,299.84 -
	Miscellaneous Transactions	
27 SEP	TRICIA BROWN 5163 2800 0107 6777 Monthly Balance	626.05
27 SEP	NICOLE GIBBS 5163 2800 0122 7651 Monthly Balance	1,500.33
27 SEP	SARAH CAPORN 5163 2800 0153 8917 Monthly Balance	980.39
27 SEP	BENJAMIN DAVIES 5163 2800 0197 3585 Monthly Balance	948.31
	Sub Total:	4,055.08
	Grand Total:	755.24

Remember to always keep your passcode secret - don't tell anyone or let them see it. Never write your passcode on your card or on anything that could be lost or stolen. If you do need to record a reminder, you must make every effort to disguise it. You may be liable for losses if you don't protect your passcode.

To help you learn how you can protect your card against unauthorised transactions, you can find more information at westpac.com.au/businessdispute

Important update to your Terms and Conditions

We're updating the Westpac BusinessChoice Cards Terms and Conditions, with effect from 13 December 2022. The update includes additional wording to confirm that a nominated cardholder is authorised to request a replacement card on behalf of the liable party (or parties) where the cardholder's existing card is lost, damaged or stolen, except where the card has been cancelled by the liable party (or parties). Please read these updated Terms and Conditions available at westpac.com.au

Complaints

If you have a complaint, contact our dedicated Customer Solutions team on 132 032 or write to us at Westpac Customer Solutions, Reply Paid 5265, Sydney NSW 2001. If an issue has not been resolved to your satisfaction, you can lodge a complaint with the Australian Financial Complaints Authority (AFCA). AFCA provides fair and independent financial services complaint resolution that is free to consumers.

Online: www.afca.org.au

Email: info@afca.org.au

Phone 1800 931 678

Mail: Australian Financial Complaints Authority GPO Box 3 Melbourne VIC 3001

S002802 / M002802 / Z71 / CN1VPCPZ

Shire of Quairading
Credit Card Reconciliation - Page 2

Statement From 28/08/2023
Statement To 27/09/2023

**** Denotes an error. These are to be refunded.**

Credit Card Transactions - Nicole Gibbs, CEO						
Transaction Date	Statement Description	Amount (incl GST)	GST (\$)	GST (Y/N)	GL/Job	Narration
15.09.23	TFR FROM FLEXI FIRST	-\$ 36.64	-\$ 3.33	Y	3140201.3810	PAYMENT REFUNDED
15.09.23	TFR FROM FLEXI FIRST	-\$ 63.20	-\$ 5.75	Y	3140201.3810	PAYMENT REFUNDED
15.09.23	TFR FROM FLEXI FIRST	-\$ 49.18	-\$ 4.47	Y	3140201.3810	PAYMENT REFUNDED
25.08.23	WA FUEL SUPPLIES	\$ 120.35	\$ 10.94	y	P5480.2610.4000	DIESEL P5480
28.08.23	ISTOCK	\$ 44.00	\$ 4.00	Y	W13216.2400.2100	SOCIAL MEDIA SUBSCRIPTION
31.08.23	AMAZON	\$ 104.94	\$ 9.54	Y	2140287.2100	VINYL FOR OFFICE BENCH TOPS
01.09.23	AMPOL	\$ 136.64	\$ 12.42	Y	P5480.2610.4000	DIESEL P5480
04.09.23	SUBWAY	\$ 12.85	\$ 1.17	y	2040211.2101	REGIONAL D/MENT REFRESHMENT
05.09.23	CELEBRATIONS	\$ 62.00	\$ 5.64	Y	2040211.2101	COUNCIL R/MENTS
05.09.23	NGUYENS BAKERY	\$ 18.20	\$ 1.65	y	2040211.2101	R/MENTS - REGIONAL DEVELOPMENT
06.09.23	COLES	\$ 113.50	\$ 10.32	y	2040211.2101	COUNCIL R/MENTS
07.09.23	QUAIRADING CO-OP	\$ 14.95	\$ 1.36	y	2040211.2101	R/MENTS EAP PROVIDER
08.09.23	GOLDEN GRAIN	\$ 49.00	\$ 4.45	Y	2040211.2101	R/MENTS RRG
08.09.23	QUAIRADING CLUB	\$ 57.00	\$ 5.18	Y	2040211.2101	R/MENTS COUNCIL
10.09.23	BURK WILLIAMS	\$ 124.66	\$ 11.33	Y	P5480.2610.4000	DIESEL P5480
12.09.23	CANVA	\$ 164.99	\$ 15.00	Y	BO10102.2101	REFUSE SITE STICKERS/SIGNS
14.09.23	MESSAGE MEDIA	\$ 108.90	\$ 9.90	Y	2140220.2100	SMS MESSAGE SUBSCRIPTION
14.09.23	VISTA PRINT	\$ 170.99	\$ 15.54	y	120502150.2101	DOG LAW BROCHURES
14.09.23	PUMA	\$ 140.94	\$ 12.81	y	P5480.2610.4000	DIESEL P5480
20.09.23	CHATGPT SUBSCRIPTION	\$ 35.26	\$ 3.21	y	120401410.2100	SUBSCRIPTION
22.09.23	PUMA	\$ 157.18	\$ 14.29	y	P5480.2610.4000	DIESEL P5480
26.09.23	GOLDEN GRAIN	\$ 13.00	\$ 1.18	y	2040211.2101	R/MENTS LYDIA COLLARD
			\$ -	y		
			\$ -	y		
			\$ -	y		
			\$ -			
			\$ -			
			\$ -			
			\$ -			
			\$ -			
			\$ -			
			\$ -			
			\$ -			
			\$ -			
			\$ -			
			\$ -			
Total		\$ 1,500.33	\$ 136.39			



BusinessChoice Everyday Mastercard® Statement

MISS N GIBBS
 SHIRE OF QUAIRADING
 28 REID ST
 QUAIRADING WA 6383

For enquiries please call 1300 650 107 (8am - 8pm, Monday to Friday). Lost or stolen cards service available 24 hours a day, 7 days a week.

Any statement entries for purchases or cash advances made in a foreign currency show the foreign currency transaction amount converted into Australian dollars by the applicable credit card scheme. Any applicable Westpac Foreign Transaction Fee (described below as "Foreign Transaction Fee") charged is shown as a separate entry.

Card Account Transaction Details

Account Name	Card Number	Credit Limit	Available Credit
Miss N Gibbs	5163 2800 0122 7651	5,000	5,000.00
Statement From	Statement To	Facility Number	
28 AUG 2023	27 SEP 2023	02752751	

Summary of Changes in Your Account Since Last Statement

From Your Opening Balance of	We Deducted Payments and Other Credits	And We Added				To Arrive at Your Closing Balance of	Total Past Due / Overlimit balances	Your minimum payment including past due overlimit is
		New purchases	Cash advances	Fees, Interest & Government Charges	Miscellaneous Transactions			
0.00	149.02 -	1,649.35	0.00	0.00	1,500.33 -	0.00	0.00	0.00

S002805 / M002805 / Z71 / CN1VPCP2

Important notice regarding Autopay Direct Debit Arrangement- Direct Debit

* If you have set up a direct debit arrangement for making automatic repayments to your BusinessChoice credit card account, and there have been two failed direct debit transactions (that is, we cannot withdraw the nominated amount from your nominated account) in consecutive months due to insufficient funds in the nominated account, we may, at our sole discretion:

1. Cancel your BusinessChoice Facility Autopay Request Form- Direct Debit Request (New change)
2. Impose a fee or charge (No change- We currently charge a \$15 missed payment fee when payment is not received by statement due date)
3. Charge interest on any unpaid purchases outstanding (No change)

If your Direct Debit Request is cancelled, you must arrange to either set up a new Autopay Request Form- Direct Debit Request or use alternative payment methods so we can process your payment.
Please ensure that there are sufficient funds available in the nominated account to allow direct debit payments to be made in accordance with your BusinessChoice Facility Autopay Request Form- Direct Debit Request.

Please remember any payments made into the Billing account that places the Billing Account into credit or results in a zero balance at the payment due date, your direct debit will still continue to take place. This also applies if you make an additional payment into the Billing Account that is only a partial payment and still leaves a debit balance on the Billing Account, your direct debit arrangement for the month will remain unchanged and continue to take place.

5002805 / M002805 / 271 / CN1VPCP2

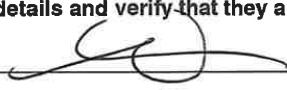
BusinessChoice Everyday Mastercard®			
Date of Transaction	Description	Debits/Credits	Cardholder Comments
	Payments		
15 SEP	C77320 TFR FROM Flexi First Opt FINANCIAL INSTITUTIONS - MAN	36.64 -	
15 SEP	C84510 TFR FROM Flexi First Opt FINANCIAL INSTITUTIONS - MAN	63.20 -	
15 SEP	C92502 TFR FROM Flexi First Opt FINANCIAL INSTITUTIONS - MAN	49.18 -	
	Sub Total:	149.02 -	
	Purchases		
25 AUG	WA FUEL SUPPLIES PTY L BOYANUP FUEL DISPENSER,AUTOMATED AUS	120.35	
28 AUG	iStock.com INTERNET COMMERICAL PHOTOGRAPHY, ART AUS	44.00	
31 AUG	AMAZON MARKETPLACE AU SYDNEY SOUTH MISCELLANEOUS & SPECIALTY RE AUS	104.94	
01 SEP	AMPOL FORREST H 51003F WEST PINJARRA SERVICE STATIONS AUS	136.64	
04 SEP	Subway Mundaring Mundaring FAST FOOD RESTAURANTS AUS	12.85	
05 SEP	CELLARBRATIONS YORK York PACKAGE STORES - BEER, LIQUO AUS	62.00	
05 SEP	NGUYENS BAKERY CAFE YORK BAKERIES AUS	18.20	
06 SEP	COLES 0492 NORTHAM GROCERY STORES, SUPERMARKETS AUS	113.50	
07 SEP	QUAIRADING CO-OP QUAIRADING GLASSWARE & CRYSTAL STORES AUS	14.95	
08 SEP	SQ *GOLDEN GRAIN CAFE/ Quairading MISCELLANEOUS FOOD STORES - AUS	49.00	




BusinessChoice Everyday Mastercard®			
Date of Transaction	Description	Debits/Credits	Cardholder Comments
08 SEP	QUAIRADING CLUB INC QUAIRADING AUS	57.00	
10 SEP	DRINKING PLACES (ALCOHOLIC B BURK WILLIAMS Williams AUS	124.66	
12 SEP	SERVICE STATIONS CANVA* I03900-21412331 SURRY HILLS AUS	164.99	
14 SEP	COMPUTER SOFTWARE MessageMedia Melbourne AUS	108.90	
14 SEP	COMPUTER NETWORK/INFORMATION Vistaprint Australia P Derrimut AUS	170.99	
14 SEP	BUSINESS SERVICES NOT ELSEWH PUMA YORK ROADHOUSE YORK AUS	140.94	
20 SEP	SERVICE STATIONS CHATGPT SUBSCRIPTION SAN FRANCISCO USA	35.26	
	U. S. DOLLAR 22.00		
	INC FX FEE AUD \$1.02		
22 SEP	COMPUTER SOFTWARE PUMA YORK ROADHOUSE YORK AUS	157.18	
26 SEP	SERVICE STATIONS SQ *GOLDEN GRAIN CAFE/ Quairading AUS	13.00	
	MISCELLANEOUS FOOD STORES -		
	Sub Total:	1,649.35	
27 SEP	Miscellaneous Transactions		
	TRANSFER CLOSING BALANCE TO BILLING ACCT	1,500.33 -	
	Sub Total:	1,500.33 -	
	Grand Total:	0.00	

S002806 / M002806 / 271 / CN1YFCP2

I have checked the above details and verify that they are correct.

Cardholder Signature  Date 10/10/23

Transactions examined and approved.

Manager/Supervisor Signature  Date 19/10/2023

Remember to always keep your passcode secret - don't tell anyone or let them see it. Never write your passcode on your card or on anything that could be lost or stolen. If you do need to record a reminder, you must make every effort to disguise it. You may be liable for losses if you don't protect your passcode.

To help you learn how you can protect your card against unauthorised transactions, you can find more information at westpac.com.au/businessdispute

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CSF VPC

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WBCA4WFGI 0919 2433

Complaints

If you have a complaint, contact our dedicated Customer Solutions team on 132 032 or write to us at Westpac Customer Solutions, Reply Paid 5265, Sydney NSW 2001. If an issue has not been resolved to your satisfaction, you can lodge a complaint with the Australian Financial Complaints Authority (AFCA). AFCA provides fair and independent financial services complaint resolution that is free to consumers.
Online: www.afca.org.au
Email: info@afca.org.au
Phone 1800 931 678
Mail: Australian Financial Complaints Authority GPO Box 3 Melbourne VIC 3001

S002806 / M002806 / 271 / CN1VPCP2

**Shire of Quairading
Credit Card Reconciliation - Page 3**

Statement From 28/08/2023
Statement To 27/09/2023

Credit Card Transactions - Tricia Brown, EMCS						
Transaction Date	Statement Description	Amount (incl GST)	GST (\$)	GST (Y/N)	GL/Job	Narration
25.08.23	MANDURAH NISSAN	\$ 375.00	\$ 34.09	Y	POQ1.2600.2100	SERVICE
27.08.23	AMPOL DAWESVILLE	\$ 109.35	\$ 9.94	Y	POQ1.2610.4001	Petrol 0Q
30.08.23	BP QUAIRADING	\$ 40.00	\$ 3.64	Y	POQ1.2610.4001	Petrol 0Q
25.09.23	AQUA VALET CAR WASH	\$ 18.00	\$ 1.64	Y	POQ1.2980.2100	CAR WASH
25.09.23	AMPOL DAWESVILLE	\$ 83.70	\$ 7.61	Y	POQ1.2610.4001	Petrol 0Q
			\$ -			
			\$ -			
			\$ -			
			\$ -			
Total		\$ 626.05	\$ 56.91			



BusinessChoice Everyday Mastercard® Statement

TRICIA BROWN
 SHIRE OF QUAIRADING
 644 YEALERING-KULIN RD
 YEALERING WA 6372

For enquiries please call 1300 650 107 (8am - 8pm, Monday to Friday). Lost or stolen cards service available 24 hours a day, 7 days a week.

Any statement entries for purchases or cash advances made in a foreign currency show the foreign currency transaction amount converted into Australian dollars by the applicable credit card scheme. Any applicable Westpac Foreign Transaction Fee (described below as "Foreign Transaction Fee") charged is shown as a separate entry.

Card Account Transaction Details

Account Name	Card Number	Credit Limit	Available Credit
Tricia Brown	5163 2800 0107 6777	1,000	1,000.00
Statement From	Statement To	Facility Number	
28 AUG 2023	27 SEP 2023	02752751	

Summary of Changes in Your Account Since Last Statement

From Your Opening Balance of	We Deducted Payments and Other Credits	And We Added				To Arrive at Your Closing Balance of	Total Past Due / Overlimit balances	Your minimum payment including past due overlimit is
		New purchases	Cash advances	Fees, Interest & Government Charges	Miscellaneous Transactions			
0.00	0.00	626.05	0.00	0.00	626.05 -	0.00	0.00	0.00

S012803 / M012803 / 271 / CN1VPCP2

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1. Cancel your BusinessChoice Facility Autopay Request Form- Direct Debit Request (New change)
2. Impose a fee or charge (No change- We currently charge a \$15 missed payment fee when payment is not received by statement due date)
3. Charge interest on any unpaid purchases outstanding (No change)


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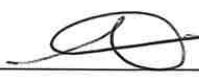
S002803 / M002803 / Z71 / CN1VPCP2

BusinessChoice Everyday Mastercard®			
Date of Transaction	Description	Debits/Credits	Cardholder Comments
	Purchases		
25 AUG	MANDURAH NISSAN MANDURAH AUS	375.00	
27 AUG	AUTOMOBILE & TRUCK DEALER - AMPOL DAWESVILL 55215F DAWESVILLE AUS	109.35	
30 AUG	SERVICE STATIONS BP QUAIRADING 6561 QUAIRADING AUS	40.00	
25 SEP	SERVICE STATIONS Aqua Valet Car Wash Fa FALCON AUS	18.00	
25 SEP	CAR WASHES AMPOL DAWESVILL 55215F DAWESVILLE AUS	83.70	
	Sub Total:	626.05	
	Miscellaneous Transactions		
27 SEP	TRANSFER CLOSING BALANCE TO BILLING ACCT	626.05 -	
	Sub Total:	626.05 -	
	Grand Total:	0.00	

I have checked the above details and verify that they are correct.

Cardholder Signature  Date 10/10/23

Transactions examined and approved.

Manager/Supervisor Signature  Date 10/10/23



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Online: www.afca.org.au

Email: info@afca.org.au

Phone 1800 931 678

Mail: Australian Financial Complaints Authority GPO Box 3 Melbourne VIC 3001

5002804 / M002804 / 271 / CN1VFCP2

**Shire of Quairading
Credit Card Reconciliation - Page 4**

Statement From 28/08/2023
Statement To 27/09/2023

Credit Card Transactions - Sarah Caporn, EMWS						
Transaction Date	Statement Description	Amount (incl GST)	GST (\$)	GST (Y/N)	GL/Job	Narration
10.09.23	FUEL DISTRIBUTERS	\$ 50.00	\$ 4.55	Y	P190.2610.2100	DIESEL
22.09.23	TARGET	\$ 358.00	\$ 32.55	y	120807120.2101	POPCORN MAKER, BEANS, BEAN BAG COVERS
23.09.23	TONY'S AUTO WRECKERS	\$ 330.00	\$ 30.00	y	P661.2600.2100	LEFT DOOR MIRROR
23.09.23	MIDLAND MOWERS	\$ 50.00	\$ 4.55	y	P200.2600.2100	FERRIS MOWER
23.09.23	BUNNINGS	\$ 192.39	\$ 17.49	y	W11322.2400.2100	GATE LATCHES & HINGES
				Y		
Total		\$ 980.39	\$ 89.13			



BusinessChoice Everyday Mastercard® Statement

MRS SARAH ELIZABETH CAPORN
 SHIRE OF QUAIRADING
 5056 OLD BEVERLEY RD EAST
 KWOLYIN WA 6385

For enquiries please call 1300 650 107 (8am - 8pm, Monday to Friday). Lost or stolen cards service available 24 hours a day, 7 days a week.

Any statement entries for purchases or cash advances made in a foreign currency show the foreign currency transaction amount converted into Australian dollars by the applicable credit card scheme. Any applicable Westpac Foreign Transaction Fee (described below as "Foreign Transaction Fee") charged is shown as a separate entry.

Card Account Transaction Details

Account Name	Card Number	Credit Limit	Available Credit
Mrs Sarah Elizabeth Caporn	5163 2800 0153 8917	1,000	1,000.00
Statement From	Statement To	Facility Number	
28 AUG 2023	27 SEP 2023	02752751	

Summary of Changes in Your Account Since Last Statement

From Your Opening Balance of	We Deducted Payments and Other Credits	And We Added				To Arrive at Your Closing Balance of	Total Past Due / Overlimit balances	Your minimum payment including past due overlimit is
		New purchases	Cash advances	Fees, Interest & Government Charges	Miscellaneous Transactions			
0.00	0.00	980.39	0.00	0.00	980.39 -	0.00	0.00	0.00

5002807 / M002807 / 271 / CN1VPCP2

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1. Cancel your BusinessChoice Facility Autopay Request Form- Direct Debit Request (New change)
2. Impose a fee or charge (No change- We currently charge a \$15 missed payment fee when payment is not received by statement due date)
3. Charge interest on any unpaid purchases outstanding (No change)

If your Direct Debit Request is cancelled, you must arrange to either set up a new Autopay Request Form- Direct Debit Request or use alternative payment methods so we can process your payment.
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S002807 / M002807 / 271 / CN1VPCP2

BusinessChoice Everyday Mastercard®			
Date of Transaction	Description	Debits/Credits	Cardholder Comments
	Purchases		
10 SEP	FUEL DISTRIBUTORS OF W CUNDERDIN FUEL DISPENSER,AUTOMATED AUS	50.00	
22 SEP	TARGET AUSTRALIA PTY L WILLIAMS LAND DISCOUNT STORES AUS	358.00	
23 SEP	TONYS AUTO WRECKERS MIDVALE WRECKING & SALVAGE YARDS AUS	330.00	
23 SEP	MIDLAND MOWERS MIDVALE NURSERIES, LAWN & GARDEN SUP AUS	50.00	
23 SEP	BUNNINGS 591000 MIDLAND HARDWARE STORES AUS	192.39	
	Sub Total:	980.39	
	Miscellaneous Transactions		
27 SEP	TRANSFER CLOSING BALANCE TO BILLING ACCT	980.39 -	
	Sub Total:	980.39 -	
	Grand Total:	0.00	

I have checked the above details and verify that they are correct.

Cardholder Signature Slaporn Date 18/10/23

Transactions examined and approved.

Manager/Supervisor Signature [Signature] Date 10/10/23



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Online: www.afca.org.au

Email: info@afca.org.au

Phone 1800 931 678

Mail: Australian Financial Complaints Authority GPO Box 3 Melbourne VIC 3001

5002808 / M002808 / 271 / CN1VPCP2

CSF VPC

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Page 3 of 3

WBCA4WFGI 0919 2435

**Shire of Quairading
Credit Card Reconciliation - Page 5**

Statement From 28/08/2023
Statement To 27/09/2023

Credit Card Transactions - Benjamin Davies, CESM						
Transaction Date	Statement Description	Amount (incl GST)	GST (\$)	GST (Y/N)	GL/Job	Narration
07.09.23	FRESH TRADING CO OPS	\$ 124.03	\$ 11.28	Y	PROU002.2610 .2101	FUEL FOR CESM VEHICLE
11.09.23	BP CUNDERDIN	\$ 171.70	\$ 15.61	Y	PROU002.2610 .2101	FUEL FOR CESM VEHICLE
15.09.23	COLES	\$ 109.40	\$ 9.95	Y	2050765.2100	TRAINING REFRESHMENTS
15.09.23	BP KALGOORLIE	\$ 174.55	\$ 15.87	Y	PROU002.2610 .2101	FUEL FOR CESM VEHICLE
18.09.23	CALTEX TAMMIN	\$ 169.25	\$ 15.39	Y	PROU002.2610 .2101	FUEL FOR CESM VEHICLE
19.09.23	BCF	\$ 159.98	\$ 14.54	Y	PROU002.2600 .2101	LIGHT BAR & POWER BATTERY BOX
20.09.23	FUEL DISTRIBUTERS	\$ 99.39	\$ 9.04	Y	PROU002.2610 .2101	FUEL FOR CESM VEHICLE
23.09.23	BCF	-59.99	-5.4536364	Y	PROU002.2600 .2101	LIGHT BAR NOT REQUIRED
Total		\$ 948.31	\$ 86.21			



BusinessChoice Everyday Mastercard® Statement

BENJAMIN DAVIES
 SHIRE OF QUAIRADING
 14 ROBYN ST
 CUNDERDIN WA 6407

For enquiries please call 1300 650 107 (8am - 8pm, Monday to Friday). Lost or stolen cards service available 24 hours a day, 7 days a week.

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Card Account Transaction Details

Account Name Benjamin Davies	Card Number 5163 2800 0197 3585	Credit Limit 1,000	Available Credit 1,000.00
Statement From 28 AUG 2023	Statement To 27 SEP 2023	Facility Number 02752751	

Summary of Changes in Your Account Since Last Statement

From Your Opening Balance of	We Deducted Payments and Other Credits	And We Added				To Arrive at Your Closing Balance of	Total Past Due / Overlimit balances	Your minimum payment including past due overlimit is
		New purchases	Cash advances	Fees, Interest & Government Charges	Miscellaneous Transactions			
0.00	0.00	948.31	0.00	0.00	948.31 -	0.00	0.00	0.00

S0102809 / M0102809 / 271 / CN1VPCP2

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1. Cancel your BusinessChoice Facility Autopay Request Form- Direct Debit Request (New change)
2. Impose a fee or charge (No change- We currently charge a \$15 missed payment fee when payment is not received by statement due date)
3. Charge interest on any unpaid purchases outstanding (No change)

If your Direct Debit Request is cancelled, you must arrange to either set up a new Autopay Request Form- Direct Debit Request or use alternative payment methods so we can process your payment.
Please ensure that there are sufficient funds available in the nominated account to allow direct debit payments to be made in accordance with your BusinessChoice Facility Autopay Request Form- Direct Debit Request.

Please remember any payments made into the Billing account that places the Billing Account into credit or results in a zero balance at the payment due date, your direct debit will still continue to take place. This also applies if you make an additional payment into the Billing Account that is only a partial payment and still leaves a debit balance on the Billing Account, your direct debit arrangement for the month will remain unchanged and continue to take place.

5002805 / M002805 / 271 / CN1VPCP2

BusinessChoice Everyday Mastercard®			
Date of Transaction	Description	Debits/Credits	Cardholder Comments
	Purchases		
07 SEP	FRESH TRADING CO OPS NORTHAM AUS	124.03	
	SERVICE STATIONS		
11 SEP	BP CUNDERDIN RDH 7741 CUNDERDIN AUS	171.70	
	SERVICE STATIONS		
15 SEP	COLES 0492 NORTHAM AUS	109.40	
	GROCERY STORES, SUPERMARKETS		
15 SEP	BP KALGRILIE TS4112 KALGOORLIE AUS	174.55	
	SERVICE STATIONS		
18 SEP	CALTEX TAMMIN TAMMIN AUS	169.25	
	SERVICE STATIONS		
19 SEP	BCF Australia Stores Strathpine AUS	159.98	
	SPORTING GOODS STORES		
20 SEP	FUEL DISTRIBUTORS OF W CUNDERDIN AUS	99.39	
	FUEL DISPENSER,AUTOMATED		
23 SEP	BCF AUSTRALIA CANNINGTON AUS	59.99 -	
	SPORTING GOODS STORES		
	Sub Total:	948.31	
	Miscellaneous Transactions		
27 SEP	TRANSFER CLOSING BALANCE TO BILLING ACCT	948.31 -	
	Sub Total:	948.31 -	
	Grand Total:	0.00	



I have checked the above details and verify that they are correct.

Cardholder Signature _____ Date _____

Transactions examined and approved.

Manager/Supervisor Signature  _____ Date 10/10/23

Remember to always keep your passcode secret - don't tell anyone or let them see it. Never write your passcode on your card or on anything that could be lost or stolen. If you do need to record a reminder, you must make every effort to disguise it. You may be liable for losses if you don't protect your passcode.

To help you learn how you can protect your card against unauthorised transactions, you can find more information at westpac.com.au/businessdispute

Important update to your Terms and Conditions

We're updating the Westpac BusinessChoice Cards Terms and Conditions, with effect from 13 December 2022. The update includes additional wording to confirm that a nominated cardholder is authorised to request a replacement card on behalf of the liable party (or parties) where the cardholder's existing card is lost, damaged or stolen, except where the card has been cancelled by the liable party (or parties). Please read these updated Terms and Conditions available at westpac.com.au

Complaints

If you have a complaint, contact our dedicated Customer Solutions team on 132 032 or write to us at Westpac Customer Solutions, Reply Paid 5265, Sydney NSW 2001. If an issue has not been resolved to your satisfaction, you can lodge a complaint with the Australian Financial Complaints Authority (AFCA). AFCA provides fair and independent financial services complaint resolution that is free to consumers.

Online: www.afca.org.au

Email: info@afca.org.au

Phone 1800 931 678

Mail: Australian Financial Complaints Authority GPO Box 3 Melbourne VIC 3001

S002810 / M002810 / 271 / CN1VPCP2

11.2 Monthly Financial Statements - September 2023**Responsible Officer** Natalie Ness, Acting Chief Executive Officer**Reporting Officer** Tricia Brown, Executive Manager, Corporate Services**Attachments** 1. Attachment (i) Monthly Financial Report September 2023 [↓](#) **Voting Requirements** Simple Majority**Disclosure of Interest** Reporting Officer: Nil

Responsible Officer: Nil

RESOLUTION: OCM 098-23/24

Moved: Cr JC Hayes

Seconded: Cr JR Hippisley

That Council receive the monthly Financial Statements for the period ending 30 September 2023.

FOR: Crs PD Smith, TJ Stacey, BR Cowcill, JC Hayes, JN Haythornthwaite and JR Hippisley**AGAINST:** Nil**CARRIED 6/0****IN BRIEF**

- Monthly financial statements for the period ending 30 September 2023 attached.
- Monthly financial statements have been updated based on the Bob Waddell and Associates monthly statements model.
- No Depreciation has been calculated for the months of July 2023 to September 2023.
- Admin Allocations have been run for the months of July 2023 to September 2023.

MATTER FOR CONSIDERATION

To receive the monthly financial report and statements.

BACKGROUND

The Statement of Financial Activity, a similar report to the Rate Setting Statement, is required to be produced monthly in accordance with the Local Government (Financial Management) Regulation 1996. This financial report is unique to local government drawing information from other reports to include operating and capital revenue and expenditure, transfers to reserves and loan funding.

The ongoing impact of COVID-19 in conjunction with other international events (such as the war in Ukraine) continue to cause uncertainty and supply shortages around the world, with significant impact on world economic activities. It has resulted in steep rises in inflation worldwide, including Australia. The June 2023 Perth CPI reduced to 6% from the corresponding quarter of the previous year. As a result of extensive inflation, the Australian Bureau of Statistics (ABS) commenced publication of a monthly CPI indicator. The first publication was released on 30 November 2022 and this release will occur on an ongoing basis, publishing the monthly CPI indicator around four weeks

after the end of the reference month. The monthly CPI indicator rose 0.8% this quarter. To curb the high inflation the Reserve Bank of Australia (RBA) have, in the last financial year, announced consecutive increases in the cash rate. The current cash rate is 4.1% to 30 September 2023.

In framing the Annual Budget 2023/24, the Shire considered the economic environment and sustainability of its services.

Regulation 34(5) of the Local Government (Financial Management) Regulations 1996, requires each local government to present a Statement of Financial Activity that reports on income and expenditure as set out in the Annual Budget. In addition, regulation 34(5) stipulates for a local government to adopt a percentage or value to report on material variances between budgeted and actual results. The 2023/24 budget in its draft form, determines the variance analysis for significant amounts of \$10,000 and 10% for the financial year.

STATUTORY ENVIRONMENT

Australian Accounting Standards

Local Government (Financial Management) Regulations 1996

Local Government Act 1995

Regulation 34 requires local governments to report monthly, although it is much more prescriptive as to what is required, and its intention is to establish a minimum standard across the industry.

The Regulation requires the local government to prepare each month a statement of financial activity and the statement is intended to report on the sources and application of funds and highlighting variances to budget for the month in question.

POLICY IMPLICATIONS

Significant Accounting Policies

FINANCIAL IMPLICATIONS

Council adopted the 2023/24 Budget at the OCM 31 August 2023.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community
- 5.4 Governance & Leadership:** Implement systems and processes that meet legislative and audit obligations

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Financial misconduct by (a) a Shire employee, and (b) an executive/office holder results in financial, legal and/or reputational damage.

Low rate-base results in an inability to keep up with inflation.

RISK ASSESSMENT

	Option 1
Financial	<i>Low</i> <i>23-24 Budget Adopted by Council</i>
Health	Low
Reputation	Low
Operations	Low
Natural Environment	Low

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

The monthly financial statements have been updated using the Bob Waddell monthly statements model developed for smaller rural and regional Councils.

The model template has been updated to include profit and loss statements for the Caravan Park.

The statements will continue to be updated and customised to include relevant information for Council and staff and to work with improving management accounting practices.

The current aged creditors balance as of 30 September 2023 is \$18,248.78 being made up of superannuation released in October following new processes due to the payroll system update.

The current aged debtors balance as of 30 September 2023 is \$493,252.37 with the majority of this balance being current invoices raised.

COMMENTS AFFECTING COUNCIL DECISION

Cr Hayes remarked that the wages actuals for the Caravan Parks seem very low compared to what was budgeted. Cr Stacey added that his question about the graph for operating expenses in Attachment 1 on page 58 of the agenda followed on from that.

The EMCS replied that, as we are currently experiencing some problems the upload of Universal Journals from our new payroll system into SynergySoft, wages paid in the month of September are not captured in the monthly financial statements. We are currently working with the provider to fix the issue and hope to have this completed when the monthly financial statements for October are presented to council in November.

Cr Smith observed that a comment to that affect should be included in the report so as to ensure that Councillors and the public are not misled with the above incorrect statements.



SHIRE OF QUAIRADING

**MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
For the Period Ended 30 September 2023**

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

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**SHIRE OF QUAIRADING
MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

KEY INFORMATION

Items of Significance

The material variance adopted by the Shire for the 2023/24 year is \$10,000 and 10%. The following selected items have been highlighted due to the amount of the variance to the budget or due to the nature of the revenue/expenditure. A full listing and explanation of all items considered of significant/material variance is disclosed in Note 15.

	% Collected / Completed	Amended Annual Budget	Amended YTD Budget	YTD Actual	Variance (Under)/Over
Significant Projects					
Grants, Subsidies and Contributions					
Grants, Subsidies and Contributions	57%	437,716	218,356	249,269	30,913
Capital Grants, Subsidies and Contributions	0%	2,273,037	116,807	0	(116,807)
	9%	2,710,753	335,163	249,269	(85,894)
Rates Levied	100%	2,642,443	2,623,958	2,641,941	17,983

Financial Position		Prior Year 30 September 2022	Current Year 30 September 2023
Adjusted Net Current Assets	104%	\$ 3,783,936	\$ 3,943,901
Cash and Equivalent - Unrestricted	93%	\$ 1,681,993	\$ 1,556,107
Cash and Equivalent - Restricted	114%	\$ 3,602,150	\$ 4,093,439
Receivables - Rates	88%	\$ 2,536,000	\$ 2,232,430
Receivables - Other	301%	\$ 174,550	\$ 525,854
Payables	180%	\$ 289,088	\$ 519,487

% Compares current ytd actuals to prior year actuals at the same time

Note: The Statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

**SHIRE OF QUAIRADING
MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

SUMMARY INFORMATION

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 30 September 2023
Prepared by: Tricia Brown (A/EMCS)
Reviewed by: Nicole Gibbs (CEO)

BASIS OF PREPARATION

REPORT PURPOSE

This report is prepared to meet the requirements of Local Government (Financial Management) Regulations 1996, Regulation 34. Note: The Statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

BASIS OF ACCOUNTING

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

THE LOCAL GOVERNMENT REPORTING ENTITY

All Funds through which the Council controls resources to carry on its functions have been included in this statement. In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated. All monies held in the Trust Fund are excluded from the statement, but a separate statement of those monies appears at Note 14.

SIGNIFICANT ACCOUNTING POLICES

GOODS AND SERVICES TAX

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST

receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

CRITICAL ACCOUNTING ESTIMATES

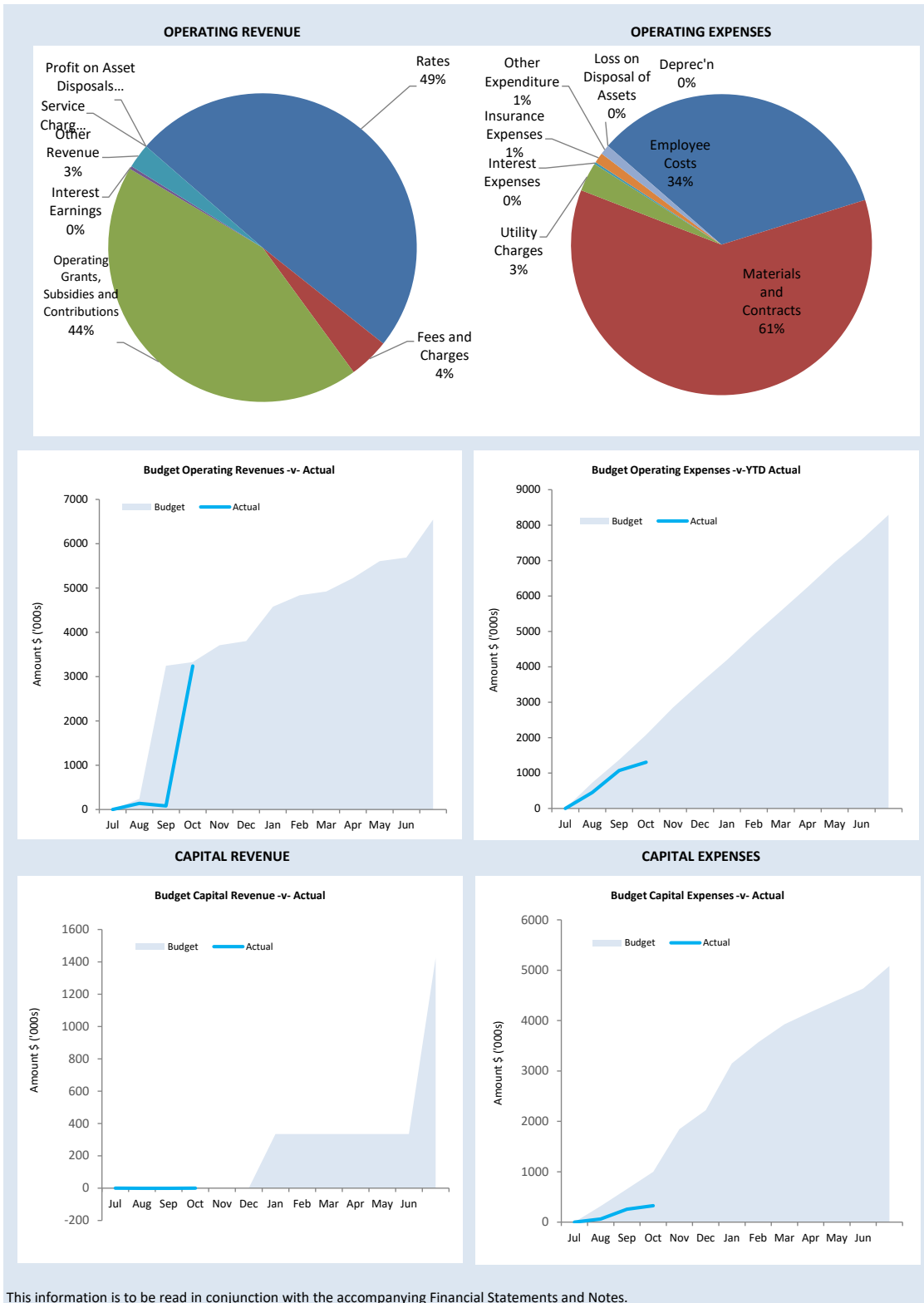
The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions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

ROUNDING OFF FIGURES

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

**SHIRE OF QUAIRADING
MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

SUMMARY GRAPHS



**SHIRE OF QUAIRADING
KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

STATUTORY REPORTING PROGRAMS

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

	ACTIVITIES
<p>GOVERNANCE To provide a decision making process for the efficient allocation of scarce resources.</p>	The Governance function accumulates the costs of Members expenses and other costs of Council that relate to the tasks of assisting councillors and the Ratepayers on matters which do not concern specific Council services, being election costs; allowances and expenses of members; policy and training and audit fees.
<p>GENERAL PURPOSE FUNDING To collect revenue to allow for the provision of services that are not fully funded by specific fees and charges.</p>	Rates, general purpose government grants and interest revenue.
<p>LAW, ORDER, PUBLIC SAFETY To provide services to help ensure a safer and environmentally conscious community.</p>	# Supervision of local laws, fire control which covers the maintenance of bushfire equipment and insurance; animal control and a shared community emergency services manager.
<p>HEALTH To provide an operational framework for environmental and community health.</p>	Health inspections, food quality control, pest control and operation of the medical centre.
<p>EDUCATION AND WELFARE To provide services to disadvantaged persons, the elderly, children and youth.</p>	Operation and maintenance of the Little Rainmakers Childcare Centre building, Arthur Kelly Village and minor in-kind association with the Fail Aged Lodge, Youth programme and Quairading Youth Centre.
<p>HOUSING To provide and maintain housing.</p>	Maintenance of housing rented to staff and non staff.
<p>COMMUNITY AMENITIES Provide services required by the community.</p>	Rubbish and recycling services and administration of Town Planning Scheme and Heritage services. Community bus service, maintenance of cemeteries, public conveniences and environmental services.
<p>RECREATION AND CULTURE To establish and effectively manage infrastructure and resources which will help the social wellbeing of the community.</p>	Maintenance of Halls, Swimming Pool, community buildings and various reserves and library.
<p>TRANSPORT To provide safe, effective and efficient transport services to the community.</p>	Construction and maintenance of roads, drainage works, footpaths, parking facilities and cleaning of streets. Natural disaster road and bridge repairs. On-line licensing centre for Department of Transport. Maintenance of the Airstrip.
<p>ECONOMIC SERVICES To help promote the Shire Quairading and its economic wellbeing.</p>	Community development, operation of caravan park and short stay accommodation, tourism and townscape, control of noxious weeds/plants. Pests and building control, community gym and building control.
<p>OTHER PROPERTY AND SERVICES To monitor and control the Shire of Quairading overheads.</p>	Public works overheads, plant operating costs, allocation of salaries and wages. Operation of electrical services and private works.

SHIRE OF QUAIRADING
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

BY PROGRAM

Note	Adopted Annual Budget	Amended Annual Budget (d)	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var. ▲▼	Significant Var. \$
	\$	\$	\$	\$	\$	%		
OPERATING ACTIVITIES								
Revenue from operating activities								
	500	500	123	0	(123)	(100%)	▼	
Governance								
General Purpose Funding - Rates	6	2,642,443	2,642,443	2,623,958	2,641,941	17,983	1%	
General Purpose Funding - Other		225,455	225,455	31,785	8,935	(22,850)	(72%)	▼ S
Law, Order and Public Safety		311,062	311,062	63,791	46,802	(16,989)	(27%)	▼ S
Health		25,500	25,500	25,123	117	(25,006)	(100%)	▼ S
Education and Welfare		65,380	65,380	16,311	11,144	(5,167)	(32%)	▼
Housing		146,657	146,657	36,609	36,011	(598)	(2%)	▼
Community Amenities		208,201	208,201	51,510	156,804	105,294	204%	▲ S
Recreation and Culture		27,255	27,255	2,805	4,286	1,481	53%	▲
Transport		234,207	234,207	186,744	182,960	(3,784)	(2%)	▼
Economic Services		351,384	351,384	162,805	143,992	(18,813)	(12%)	▼ S
Other Property and Services		33,576	33,576	8,383	5,155	(3,228)	(39%)	▼
		4,271,619	4,271,619	3,209,947	3,238,147			
Expenditure from operating activities								
Governance		(733,282)	(733,282)	(175,348)	(194,982)	(19,634)	(11%)	▼ S
General Purpose Funding		(123,625)	(123,625)	(28,735)	(34,122)	(5,387)	(19%)	▼
Law, Order and Public Safety		(665,259)	(665,259)	(166,189)	(122,668)	43,521	26%	▲ S
Health		(488,216)	(488,216)	(121,968)	(63,387)	58,581	48%	▲ S
Education and Welfare		(290,574)	(290,574)	(72,525)	(53,039)	19,486	27%	▲ S
Housing		(200,279)	(200,279)	(49,843)	(27,883)	21,960	44%	▲ S
Community Amenities		(633,700)	(633,700)	(158,280)	(103,133)	55,147	35%	▲ S
Recreation and Culture		(1,177,485)	(1,177,485)	(271,230)	(136,979)	134,251	49%	▲ S
Transport		(2,876,369)	(2,876,369)	(718,724)	(313,357)	405,367	56%	▲ S
Economic Services		(1,054,670)	(1,054,670)	(249,008)	(164,495)	84,513	34%	▲ S
Other Property and Services		(45,874)	(45,874)	(68,646)	(91,445)	(22,799)	(33%)	▼ S
		(8,289,331)	(8,289,331)	(2,080,496)	(1,305,489)			
Operating activities excluded from budget								
Add back Depreciation		3,152,353	3,152,353	787,752	0	(787,752)	(100%)	▼ S
Adjust (Profit)/Loss on Asset Disposal	7	32,777	32,777	8,190	0	(8,190)	(100%)	▼
Movement in Leave Reserve (Added Back)		3,557	3,557	0	0	0		
Movement in Deferred Pensioner Rates/ESL		0	0	0	0	0		
Movement in Employee Benefit Provisions		0	0	0	0	0		
Rounding Adjustments		0	0	0	0	0		
Movement Due to Changes in Accounting Standards		0	0	0	0	0		
Fair value adjustments to financial assets at fair value through profit and loss		0	0	0	0	0		
Loss on Asset Revaluation		0	0	0	0	0		
Adjustment in Fixed Assets		0	0	0	0	0		
		3,188,687	3,188,687	795,942	0			
Amount attributable to operating activities		(829,025)	(829,025)	1,925,393	1,932,658			
INVESTING ACTIVITIES								
Inflows from investing activities								
Capital Grants, Subsidies and Contributions	13	2,273,037	2,273,037	116,807	0	(116,807)	(100%)	▼ S
Proceeds from Disposal of Assets	7	335,000	335,000	0	0	0		
Proceeds from financial assets at amortised cost - self supporting loans		0	0	0	0	0		
		2,608,037	2,608,037	116,807	0			
Outflows from investing activities								
Land Held for Resale	8	0	0	0	0	0		
Land and Buildings	8	(645,045)	(645,045)	(211,433)	(2,221)	209,212	99%	▲ S
Plant and Equipment	8	(1,030,405)	(1,030,405)	(29,749)	(3,636)	26,113	88%	▲ S
Furniture and Equipment	8	(35,000)	(35,000)	(35,000)	(10,645)	24,355	70%	▲ S
Infrastructure Assets - Roads	8	(1,839,526)	(1,839,526)	(320,559)	(58,463)	262,096	82%	▲ S
Infrastructure Assets - Drainage	8	0	0	0	0	0		
Infrastructure Assets - Footpaths	8	0	0	0	0	0		
Infrastructure Assets - Other	8	(1,217,948)	(1,217,948)	(378,486)	(211,447)	167,039	44%	▲ S
Infrastructure Assets - Bridges	8	0	0	0	0	0		
Payments for financial assets at amortised cost - self supporting loans		0	0	0	0	0		
		(4,767,924)	(4,767,924)	(975,227)	(286,412)			
Amount attributable to investing activities		(2,159,887)	(2,159,887)	(858,420)	(286,412)			
FINANCING ACTIVITIES								
Inflows from financing activities								
Proceeds from new borrowings	9	0	0	0	0	0		
Transfer from Reserves	10	1,088,825	1,088,825	0	0	0		
Transfer from Restricted Cash - Other		0	0	0	0	0		
		1,088,825	1,088,825	0	0			
Outflows from financing activities								
Repayment of borrowings	9	(64,364)	(64,364)	(16,083)	(32,832)	(16,749)	(104%)	▼ S
Payments for principal portion of lease liabilities	9	(31,797)	(31,797)	(7,013)	(6,568)	445	6%	▲
Transfer to Restricted Cash - Other		0	0	0	0	0		
Transfer to Reserves	10	(220,000)	(220,000)	0	0	0		
		(316,161)	(316,161)	(23,096)	(39,400)			
Amount attributable to financing activities		772,664	772,664	(23,096)	(39,400)			
MOVEMENT IN SURPLUS OR DEFICIT								
Surplus or deficit at the start of the financial year	1	2,246,437	2,336,055	2,336,055	2,336,055	0	0%	
Amount attributable to operating activities		(829,025)	(829,025)	1,925,393	1,932,658	7,265	0%	▲
Amount attributable to investing activities		(2,159,887)	(2,159,887)	(858,420)	(286,412)	572,008	(67%)	▲
Amount attributable to financing activities		772,664	772,664	(23,096)	(39,400)	(16,304)	(71%)	▼
Surplus or deficit at the end of the financial year	1	30,189	119,807	3,379,932	3,942,901	562,969	17%	▲

KEY INFORMATION
▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold. Refer to Note 15 for an explanation of the reasons for the variance.
The material variance adopted by Council for the 2023/24 year is \$10,000 and 10%.

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

SHIRE OF QUAIRADING

KEY TERMS AND DESCRIPTIONS

FOR THE PERIOD ENDED 30 SEPTEMBER 2023

NATURE DESCRIPTIONS

REVENUE

RATES

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

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Refer to all amounts received as grants, subsidies and contributions that are not capital grants.

CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

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

PROFIT ON ASSET DISPOSAL

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

FEES AND CHARGEES

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

SERVICE CHARGES

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

INTEREST REVENUE

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

OTHER REVENUE / INCOME

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

EXPENSES

EMPLOYEE COSTS

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

MATERIALS AND CONTRACTS

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

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)

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

INSURANCE

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

LOSS ON ASSET DISPOSAL

Loss on the disposal of fixed assets.

DEPRECIATION

Depreciation expense raised on all classes of assets.

FINANCE COSTS

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

OTHER EXPENDITURE

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

**SHIRE OF QUAIRADING
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

BY NATURE

Note	Adopted	Amended	Amended	YTD	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var. ▲▼	Significant Var. \$
	Annual Budget	Annual Budget	YTD Budget (a)	Actual (b)				
	\$	\$	\$	\$	\$	%		
OPERATING ACTIVITIES								
Revenue from operating activities								
Rates	6	2,642,443	2,642,443	2,623,958	2,641,941	17,983	1%	▲
Grants, Subsidies and Contributions	12	437,716	437,716	218,356	249,269	30,913	14%	▲ S
Fees and Charges		616,835	616,835	150,570	228,212	77,642	52%	▲ S
Service Charges		0	0	0	0	0		
Interest Revenue		118,855	118,855	29,691	(16,748)	(46,439)	(156%)	▼ S
Other Revenue		413,189	413,189	176,731	136,474	(40,257)	(23%)	▼ S
Profit on Disposal of Assets	7	42,582	42,582	10,641	0	(10,641)	(100%)	▼ S
Gain FV Valuation of Assets		0	0	0	0	0		
		4,271,619	4,271,619	3,209,947	3,239,147			
Expenditure from operating activities								
Employee Costs		(2,269,697)	(2,269,697)	(556,293)	(441,371)	114,922	21%	▲ S
Materials and Contracts		(2,175,621)	(2,175,621)	(574,486)	(792,266)	(217,780)	(38%)	▼ S
Utility Charges		(268,450)	(268,450)	(66,906)	(40,658)	26,248	39%	▲ S
Depreciation		(3,152,353)	(3,152,353)	(787,752)	0	787,752	100%	▲ S
Finance Costs		(13,248)	(13,248)	(3,303)	(3,070)	233	7%	▲
Insurance Expenses		(199,849)	(199,849)	(49,944)	(14,405)	35,539	71%	▲ S
Other Expenditure		(134,755)	(134,755)	(22,981)	(13,720)	9,261	40%	▲
Loss on Disposal of Assets	7	(75,359)	(75,359)	(18,831)	0	18,831	100%	▲ S
Loss FV Valuation of Assets		0	0	0	0	0		
		(8,289,331)	(8,289,331)	(2,080,496)	(1,305,489)			
Operating activities excluded from budget								
Add back Depreciation		3,152,353	3,152,353	787,752	0	(787,752)	(100%)	▼ S
Adjust (Profit)/Loss on Asset Disposal	7	32,777	32,777	8,190	0	(8,190)	(100%)	▼
Movement in Leave Reserve (Added Back)		3,557	3,557	0	0	0		
Movement in Deferred Pensioner Rates/ESL		0	0	0	0	0		
Movement in Employee Benefit Provisions		0	0	0	0	0		
Rounding Adjustments		0	0	0	0	0		
Movement Due to Changes in Accounting Standards		0	0	0	0	0		
Fair value adjustments to financial assets at fair value through profit and loss		0	0	0	0	0		
Loss on Asset Revaluation		0	0	0	0	0		
Adjustment in Fixed Assets		0	0	0	0	0		
		3,188,687	3,188,687	795,942	0			
Amount attributable to operating activities		(829,025)	(829,026)	1,925,393	1,933,658			
INVESTING ACTIVITIES								
Inflows from investing activities								
Capital Grants, Subsidies and Contributions	13	2,273,037	2,273,037	116,807	0	(116,807)	(100%)	▼ S
Proceeds from Disposal of Assets	7	335,000	335,000	0	0	0		
Proceeds from financial assets at amortised cost - self supporting loans	9	0	0	0	0	0		
		2,608,037	2,608,037	116,807	0			
Outflows from investing activities								
Land Held for Resale	8	0	0	0	0	0		
Land and Buildings	8	(645,045)	(645,045)	(211,433)	(2,221)	209,212	99%	▲ S
Plant and Equipment	8	(1,030,405)	(1,030,405)	(29,944)	(3,636)	26,113	88%	▲ S
Furniture and Equipment	8	(35,000)	(35,000)	(35,000)	(10,645)	24,355	70%	▲ S
Infrastructure Assets - Roads	8	(1,839,526)	(1,839,526)	(320,559)	(58,463)	262,096	82%	▲ S
Infrastructure Assets - Drainage	8	0	0	0	0	0		
Infrastructure Assets - Footpaths	8	0	0	0	0	0		
Infrastructure Assets - Other	8	(1,217,948)	(1,217,948)	(378,486)	(211,447)	167,039	44%	▲ S
Infrastructure Assets - Bridges	8	0	0	0	0	0		
Payments for financial assets at amortised cost - self supporting loans		0	0	0	0	0		
		(4,767,924)	(4,767,924)	(975,227)	(286,412)			
Amount attributable to investing activities		(2,159,887)	(2,159,887)	(858,420)	(286,412)			
FINANCING ACTIVITIES								
Inflows from financing activities								
Proceeds from new borrowings		0	0	0	0	0		
Transfer from Reserves	10	1,088,825	1,088,825	0	0	0		
Transfer from Restricted Cash - Other		0	0	0	0	0		
		1,088,825	1,088,825	0	0			
Outflows from financing activities								
Repayment of borrowings	9	(64,364)	(64,364)	(16,083)	(32,832)	(16,749)	(104%)	▼ S
Payments for principal portion of lease liabilities	9	(31,797)	(31,797)	(7,013)	(6,568)	445	6%	▲
Transfer to Restricted Cash - Other		0	0	0	0	0		
Transfer to Reserves	10	(220,000)	(220,000)	0	0	0		
		(316,161)	(316,161)	(23,096)	(39,400)			
Amount attributable to financing activities		772,664	772,664	(23,096)	(39,400)			
MOVEMENT IN SURPLUS OR DEFICIT								
Surplus or deficit at the start of the financial year	1	2,246,437	2,336,055	2,336,055	2,336,055	0	0%	
Amount attributable to operating activities		(829,025)	(829,026)	1,925,393	1,933,658			
Amount attributable to investing activities		(2,159,887)	(2,159,887)	(858,420)	(286,412)			
Amount attributable to financing activities		772,664	772,664	(23,096)	(39,400)			
Surplus or deficit at the end of the financial year	1	30,189	119,807	3,379,932	3,943,901			

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

Refer to Note 15 for an explanation of the reasons for the variance.

The material variance adopted by Council for the 2023/24 year is \$10,000 and 10%.

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

SHIRE OF QUAIRADING
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

	30 June 2022	30-Sep-23
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	6,755,895	5,649,546
Trade and other receivables	618,078	2,758,284
Other financial assets	0	0
Inventories	416,668	434,913
Contract assets	837,395	837,395
Other assets	29,766	4,431
TOTAL CURRENT ASSETS	8,657,802	9,684,569
NON-CURRENT ASSETS		
Trade and other receivables	35,506	35,506
Other financial assets	81,490	81,490
Inventories	345,420	345,420
Property, plant and equipment	23,720,277	23,736,779
Infrastructure	100,177,609	100,447,519
Right-of-use assets	23,588	23,588
TOTAL NON-CURRENT ASSETS	124,383,889	124,670,302
TOTAL ASSETS	133,041,692	134,354,871
CURRENT LIABILITIES		
Trade and other payables	1,318,548	639,295
Other liabilities	511,526	609,700
Lease liabilities	20,898	14,330
Employee related provisions	163,697	163,697
TOTAL CURRENT LIABILITIES	2,080,774	1,460,296
NON-CURRENT LIABILITIES		
Lease liabilities	9,437	0
Borrowings	343,723	277,618
Employee related provisions	20,291	24,681
TOTAL NON-CURRENT LIABILITIES	373,452	302,299
TOTAL LIABILITIES	2,454,226	1,762,594
NET ASSETS	130,587,466	132,592,277
EQUITY		
Retained surplus	42,898,658	44,832,316
Reserve accounts	4,093,439	4,093,439
Revaluation surplus	83,642,307	83,642,307
TOTAL EQUITY	130,634,404	132,568,062

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

SHIRE OF QUAIRADING

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

OPERATING ACTIVITIES

NOTE 1

ADJUSTED NET CURRENT ASSETS

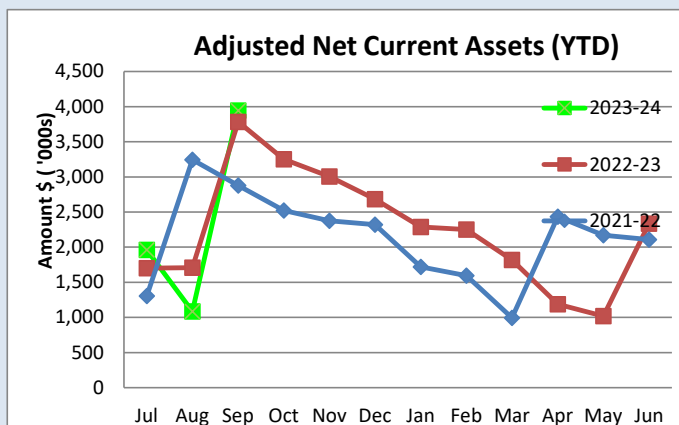
Adjusted Net Current Assets	Note	Last Years Closing 30/06/2023	This Time Last Year 30/09/2022	Year to Date Actual 30/09/2023
		\$	\$	\$
Current Assets				
Cash Unrestricted	2	2,662,456	1,681,993	1,556,107
Cash Restricted - Reserves	2	4,093,439	3,602,150	4,093,439
Cash Restricted - Bonds & Deposits	2	0	0	0
Receivables - Rates	0	247,385	2,536,000	2,232,430
Receivables - Other	3	370,693	174,550	525,854
Other Financial Assets	3	0	1,787	0
Other Assets Other Than Inventories	4	867,161	187,708	841,826
Inventories	4	10,828	3,950	29,073
		8,251,962	8,188,138	9,278,729
Less: Current Liabilities				
Payables	5	(1,222,052)	(289,088)	(519,487)
Contract Liabilities	11	(511,526)	(347,788)	(609,700)
Bonds & Deposits	14	(96,496)	(112,375)	(119,809)
Loan Liability	9	(66,106)	(58,902)	(33,274)
Lease Liability	9	(20,898)	(20,051)	(14,330)
Provisions	11	(163,697)	(217,996)	(163,697)
		(2,080,774)	(1,046,201)	(1,460,296)
Less: Cash Reserves	10	(4,093,439)	(3,602,150)	(4,093,439)
Add Back: Component of Leave Liability not Required to be funded		171,302	166,983	171,302
Add Back: Loan Liability		66,106	58,902	33,274
Add Back: Lease Liability		20,898	20,051	14,330
Less: Loan Receivable - clubs/institutions		0	(1,787)	0
Net Current Funding Position		2,336,055	3,783,936	3,943,901

SIGNIFICANT ACCOUNTING POLICIES

Please see Note 1(a) for information on significant accounting policies relating to Net Current Assets.

KEY INFORMATION

The amount of the adjusted net current assets at the end of the period represents the actual surplus (or deficit if the figure is a negative) as presented on the Rate Setting Statement.



This Year YTD
Surplus(Deficit)
\$3.94 M
Last Year YTD
Surplus(Deficit)
\$3.78 M

SHIRE OF QUAIRADING

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

OPERATING ACTIVITIES
NOTE 2
CASH AND FINANCIAL ASSETS

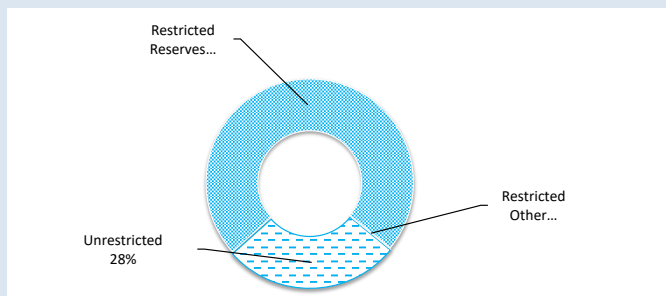
	Unrestricted	Restricted Reserves	Restricted Muni	Total Amount	Institution	Interest Rate	Maturity Date
	\$	\$	\$	\$			
Cash on Hand							
Cash on Hand - Admin	1,300			1,300	Cash on Hand	Nil	On Hand
Petty Cash - Container Deposit Scheme	0			0	Cash on Hand	Nil	On Hand
At Call Deposits							
Municipal Cash at Bank	886,828			886,828	Westpac		Ongoing
Municipal Investment Cash at Bank	0			0	Westpac	0.01%	Ongoing
Medical Practice Cash at Bank	34,028			34,028	Westpac		Ongoing
Reserve Cash at Bank		464,816		464,816	Westpac	1.55%	Ongoing
Trust Cash at Bank			0	0	Westpac		Ongoing
Term Deposits							
Municipal - Term Deposit Investment 1	315,171			315,171	Westpac	5.16%	17/11/2023
Municipal - Term Deposit Investment 2	318,781			318,781	Westpac	5.16%	17/11/2023
Reserve - Term Deposit Investment 1		987,642		987,642	Westpac	5.16%	31/12/2023
Reserve - Term Deposit Investment 2		642,466		642,466	Westpac	5.16%	31/12/2023
Reserve - Term Deposit Investment 3		1,065,169		1,065,169	Westpac	5.16%	31/12/2023
Reserve - Term Deposit Investment 4		933,345		933,345	Westpac	5.16%	31/12/2023
		0		0			
		0		0			
Investments							
Total	1,556,107	4,093,439	0	5,649,546			

SIGNIFICANT ACCOUNTING POLICIES

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

KEY INFORMATION

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



Total Cash	Restricted
\$5.65 M	\$4.09 M

SHIRE OF QUAIRADING
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 30 SEPTEMBER 2023

OPERATING ACTIVITIES
 NOTE 3
 RECEIVABLES

Receivables - Rates & Rubbish	30 June 2023	30 Sep 23
	\$	\$
Opening Arrears Previous Years	206,403	282,891
Levied this year	2,612,016	2,763,893
Less Collections to date	(2,535,528)	(778,848)
Equals Current Outstanding	282,891	2,267,936
	282,891	2,267,936
% Collected	89.96%	25.56%

Receivables - General	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$
Receivables - General	318,133	4,809	111,970	58,340	493,252
Percentage	64%	1%	23%	12%	
Balance per Trial Balance					
Sundry Debtors					273,166
Receivables - Other					252,689
Total Receivables General Outstanding					525,854

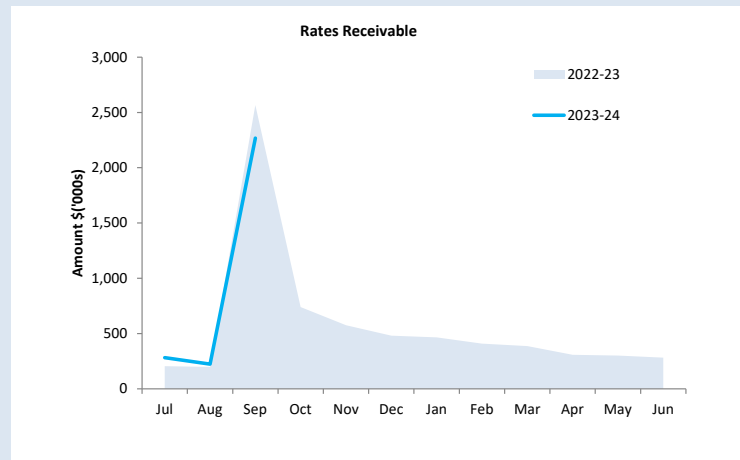
Amounts shown above include GST (where applicable)

KEY INFORMATION

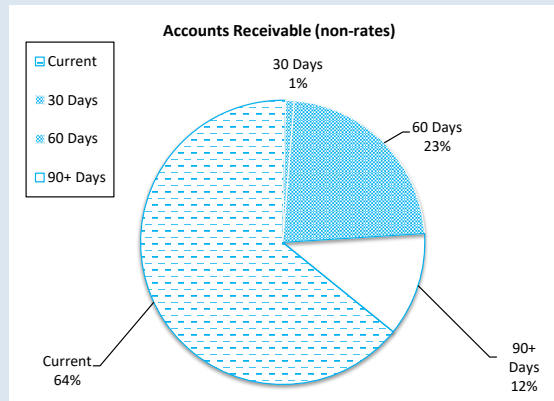
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

SIGNIFICANT ACCOUNTING POLICIES

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.



Collected	Rates Due
26%	\$2,267,936



Debtors Due
\$525,854
Over 30 Days
36%
Over 90 Days
12%

SHIRE OF QUAIRADING
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 30 SEPTEMBER 2023

OPERATING ACTIVITIES
 NOTE 4
 OTHER CURRENT ASSETS

	Opening Balance 1 Jul 2023	Asset Increase	Asset Reduction	Closing Balance 30 Sep 2023
	\$	\$	\$	\$
Other Current Assets				
Other Financial Assets at Amortised Cost				
Financial assets at amortised cost - self supporting loans	0	0	0	0
Inventory				
Fuel, Visitor and Rec Centres stock on hand	10,828	18,244	0	29,073
Accrued income and prepayments				
Accrued income and prepayments	29,766	0	(25,334)	4,431
Contract assets				
Contract assets	837,395	0	0	837,395
Total Other Current assets				1,276,739

Amounts shown above include GST (where applicable)

KEY INFORMATION

Other financial assets at amortised cost

The Shire classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Inventory

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

Land held for development and resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Borrowing costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Council's intentions to release for sale.

CONTRACT ASSETS

A contract asset is the right to consideration in exchange for goods or services the entity has transferred to a customer when that right is conditioned on something other than the passage of time.

SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

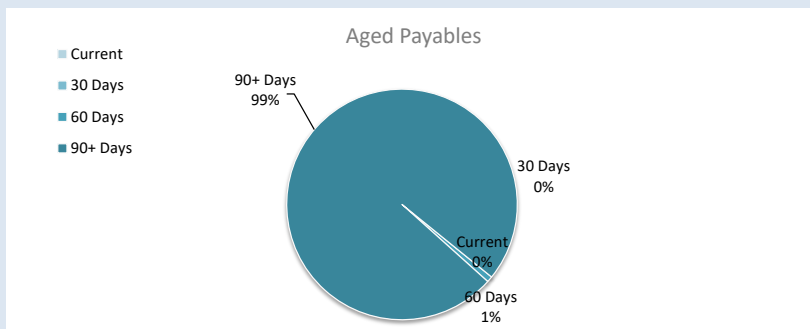
OPERATING ACTIVITIES
NOTE 5
Payables

Payables - General	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$
Payables (Sundry Creditors) - General	0	0	150	18,099	18,249
Percentage	0%	0%	0.8%	99.2%	
Balance per Trial Balance					
Sundry creditors - General					177,898
Other creditors					(15,293)
Accruals/Income in Advance					780
ATO liabilities					326,238
Other accruals/payables					29,863
Total Payables General Outstanding					519,487

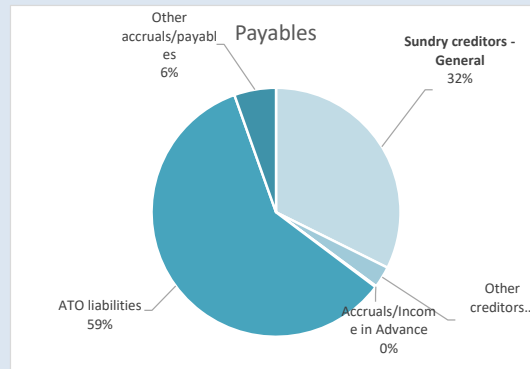
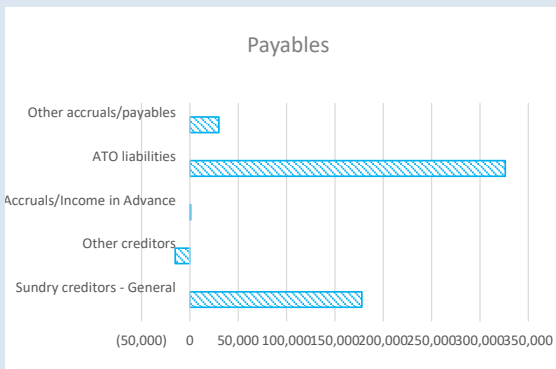
Amounts shown above include GST (where applicable)

KEY INFORMATION

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



Creditors Due
\$519,487
Over 30 Days
100%
Over 90 Days
99.2%



SHIRE OF QUAIRADING

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 30 SEPTEMBER 2023

OPERATING ACTIVITIES

NOTE 6

RATE REVENUE

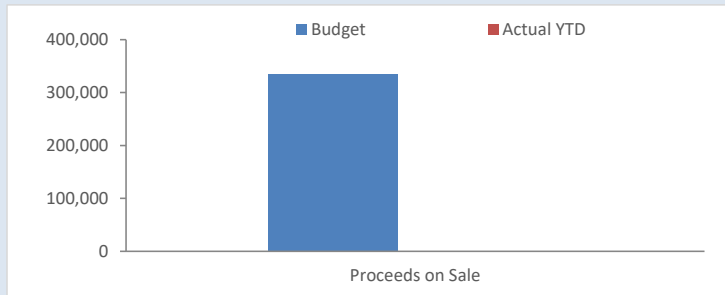
RATE TYPE	Budget						YTD Actual				
	Rate in	Number of Properties	Rateable Value	Rate Revenue	Interim Rate	Back Rate	Total Revenue	Rate Revenue	Interim Rates	Back Rates	Total Revenue
	\$			\$	\$	\$	\$	\$	\$	\$	\$
General Rate											
Gross rental valuations											
GRV - Residential	0.153020	316	2,567,764	392,919	0	0	392,919	392,919	0	0	392,919
GRV - Industrial	0.153020	22	280,765	42,963	0	0	42,963	42,963	0	0	42,963
GRV - Commercial	0.153020	11	248,376	38,006	0	0	38,006	38,007	0	0	38,007
Unimproved valuations											
UV - Rural	0.008259	359	249,782,000	2,062,950	0	0	2,062,950	2,062,950	(501)	0	2,062,448
Non Rateable		228	294,438	0	0	0	0	0	0	0	0
Sub-Totals		936	253,173,343	2,536,838	0	0	2,536,838	2,536,838	(501)	0	2,536,337
Minimum Payment											
Gross rental valuations											
GRV - Residential	720	61	62,032	43,920	0	0	43,920	43,920	0	0	43,920
GRV - Industrial	720	7	9,115	5,040	0	0	5,040	5,040	0	0	5,040
GRV - Commercial	720	0	0	0	0	0	0	0	0	0	0
Unimproved valuations											
UV - Rural	720	53	2,200,062	38,160	0	0	38,160	38,160	0	0	38,160
Sub-Totals		121	2,271,209	87,120	0	0	87,120	87,120	0	0	87,120
		1,057	255,444,552	2,623,958	0	0	2,623,958	2,623,958	(501)	0	2,623,457
Amount from General Rates											
Ex-Gratia Rates	Tonnage	1	398,070	18,485	0	0	18,485	0	0	0	18,485
Write off							0				0
Specified Area Rates							0				0
Total Rates							2,642,443				2,641,941

**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

**OPERATING ACTIVITIES
NOTE 7
DISPOSAL OF ASSETS**

Asset	Asset Description	Amended Budget				YTD Actual			
		Net Book	Proceeds	Profit	(Loss)	Net Book	Proceeds	Profit	(Loss)
		\$	\$	\$	\$	\$	\$	\$	\$
Plant and Equipment									
1Q3919	Ammann Ars130 Single Drum Roller	96,536	45,000		(51,536)	0	0		
2Q551	2018 Isuzu D-Max 4X4 Sx Crew Cab	17,160	13,500		(3,660)				
2Q465	Holden Colorado 4X4 Crew Cab	16,764	13,500		(3,264)	0	0		
Q5122	2012 Ud Nissan Truck	67,720	110,000	42,280		0	0		
2Q661	Mitsubishi Triton Glx Cc Man	14,906	13,000		(1,906)				
6Q190	Isuzu Dmax 4X4 Ute	29,698	30,000	302		0	0		
P272	2013 Ud Nissan Cw26 380 Truck	124,993	110,000		(14,993)	0	0		
		367,777	335,000	42,582	(75,359)	0	0	0	0

KEY INFORMATION



Proceeds on Sale		
Budget	YTD Actual	%
\$335,000	\$0	0%

SHIRE OF QUAIRADING

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 30 SEPTEMBER 2023

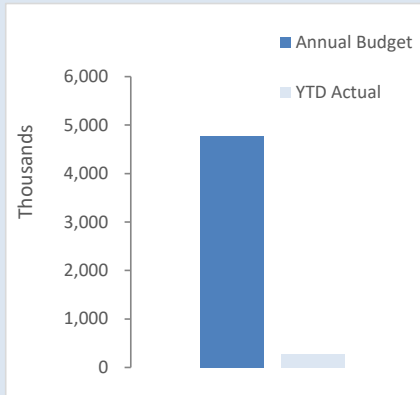
INVESTING ACTIVITIES
NOTE 8
CAPITAL ACQUISITIONS

Capital Acquisitions	Adopted	Amended		YTD Actual Total	YTD Budget Variance
	Annual Budget	YTD Budget	Annual Budget		
	\$	\$	\$	\$	\$
Land Held for Resale	0	0	0	0	0
Land and Buildings	645,045	211,433	645,045	2,221	(209,212)
Plant and Equipment	1,030,405	29,749	1,030,405	3,636	(26,113)
Furniture and Equipment	35,000	35,000	35,000	10,645	(24,355)
Infrastructure Assets - Roads	1,839,526	320,559	1,839,526	58,463	(262,096)
Infrastructure Assets - Footpaths	0	0	0	0	0
Infrastructure Assets - Other	1,217,948	378,486	1,217,948	211,447	(167,039)
Capital Expenditure Totals	4,767,924	975,227	4,767,924	286,412	(688,815)
Capital acquisitions funded by:					
	\$	\$	\$	\$	\$
Capital Grants and Contributions	2,273,037	116,807	2,273,037	0	(116,807)
Borrowings	0	0	0	0	0
Other (Disposals & C/Fwd)	335,000	0	335,000	0	0
Council contribution - Cash Backed Reserves					
Various Reserves	1,088,825	0	1,088,825	0	0
Council contribution - operations	1,071,062	858,420	1,071,062	286,412	(572,008)
Capital Funding Total	4,767,924	975,227	4,767,924	286,412	(688,815)

SIGNIFICANT ACCOUNTING POLICIES

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

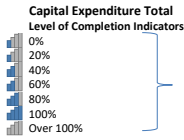
KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	\$4.77 M	\$0.29 M	6%
Capital Grant	Annual Budget	YTD Actual	% Received
	\$2.27 M	\$0 M	0%

SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

INVESTING ACTIVITIES
NOTE 8
CAPITAL ACQUISITIONS



Percentage YTD Actual to Annual Budget
Expenditure over budget highlighted in red.

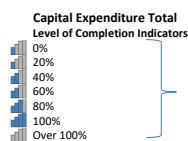
% of
Completion

Level of completion indicator, please see table at the top of this note for further detail.

Assets	Account Number	Balance Sheet Category	Job Number	Adopted	Amended	YTD Budget	Total YTD	Variance (Under)/Over	
				Annual Budget	Annual Budget				
				\$	\$	\$	\$	\$	
Buildings									
Health									
0.00	Arthur Kelly Village - Common Area - Building (Capital)	4070712	514	BC7702	(10,000)	(10,000)	0	0	0
	Total - Health				(10,000)	(10,000)	0	0	0
Education & Welfare									
0.00	Arthur Kelly Village - Common Area - Building (Capital)	4080614	514	BC8600	(51,750)	(51,750)	(12,927)	0	12,927
0.00	Daycare Centre - Building (Capital)	4080312	514	BC8301	(11,000)	(11,000)	(5,497)	0	5,497
0.00	Frail Aged Lodge (Parker House) - Building (Capital)	4080612	514	BC8610	(33,400)	(33,400)	(8,340)	0	8,340
	Total - Education & Welfare				(96,150)	(96,150)	(26,764)	0	26,764
Housing									
0.00	1 (Lot 325) Edwards Way - Building (Capital)	4090114	514	BC9114	(350,000)	(350,000)	(87,465)	0	87,465
0.00	Doctor's Residence - Building (Capital)	4090212	512	BC9211	(10,000)	(10,000)	(2,499)	0	2,499
0.00	7 Edwards Way - Police House - Building (Capital)	4090214	514	BC9208	(8,000)	(8,000)	(1,998)	0	1,998
	Total - Housing				(368,000)	(368,000)	(91,962)	0	91,962
Community Amenities									
0.00	Recycling Centre - Building (Capital)	4100112	512	BC10102	(10,650)	(10,650)	(2,661)	0	2,661
	Total - Community Amenities				(10,650)	(10,650)	(2,661)	0	2,661
Recreation And Culture									
0.00	Swimming Pool Plant Room - Building (Capital)	4110212	512	BC11205	(50,000)	(50,000)	(24,995)	0	24,995
0.00	Museum Upgrade	4110612	512	BC11601	(15,000)	(15,000)	(3,747)	0	3,747
0.00	Baikuling School	4110712	512	BC11703	(25,000)	(25,000)	(6,246)	0	6,246
	Total - Recreation And Culture				(90,000)	(90,000)	(34,988)	0	34,988
Economic Services									
0.00	Caravan Park Toilets & Ablutions - Building (Capital)	4130212	512	BC13244	(20,245)	(20,245)	(5,058)	0	5,058
	Total - Economic Services				(20,245)	(20,245)	(5,058)	0	5,058
Other Property & Services									
0.04	Administration Building - Building (Capital)	4140212	512	BC14201	(50,000)	(50,000)	(50,000)	(2,221)	47,779
	Total - Other Property & Services				(50,000)	(50,000)	(50,000)	(2,221)	47,779
	Total - Buildings				(645,045)	(645,045)	(211,433)	(2,221)	209,212
Plant & Equipment									
Transport									
0.00	Works Supervisors Vehicle	4120330	530	PE12301	(70,000)	(70,000)	0	0	0
0.00	UD Auto Truck	4120330	530	PE12303	(292,702)	(292,702)	0	0	0
0.18	Sportsground Mower	4120330	530	PE12308	(20,000)	(20,000)	(20,000)	(3,636)	16,364
0.00	Haydraulic Tip Trailer	4120330	530	PE12310	(10,000)	(10,000)	0	0	0
0.00	Smooth Drum Vibe Roller 14.3T	4120330	530	PE12311	(190,000)	(190,000)	0	0	0
0.00	Mazda BT50 Ute	4120330	530	PE12312	(70,000)	(70,000)	0	0	0
0.00	Mazda BT50 Ute	4120330	530	PE12313	(70,000)	(70,000)	0	0	0
0.00	Bobcat Attachment - Trencher	4120330	530	PE12314	(8,000)	(8,000)	(8,000)	0	8,000
0.00	Bobcat Attachment - Angle Road Broom	4120330	530	PE12315	(7,000)	(7,000)	(1,749)	0	1,749
0.00	6 Wheel Tip Truck	4120330	530	PE12317	(292,702)	(292,702)	0	0	0
	Total - Transport				(1,030,405)	(1,030,405)	(29,749)	(3,636)	26,113
	Total - Plant & Equipment				(1,030,405)	(1,030,405)	(29,749)	(3,636)	26,113
Furniture & Equipment									
Other Health									
0.24	Strengthening Medicare Grant Funded Expenditure	4070720	520	OH7701	(25,000)	(25,000)	(25,000)	(5,990)	19,010
	Total - Other Health				(25,000)	(25,000)	(25,000)	(5,990)	19,010
Other Property & Services									
0.47	Administration Office Furniture Upgrade	4140220	520	FE14201	(10,000)	(10,000)	(10,000)	(4,655)	5,345
	Total - Other Property & Services				(10,000)	(10,000)	(10,000)	(4,655)	5,345
	Total - Furniture & Equipment				(35,000)	(35,000)	(35,000)	(10,645)	24,355
Infrastructure - Roads									
Transport									
0.00	Old Beverley West Road (RZR)	4120146	540	R2R007	(108,163)	(108,163)	0	0	0
1.00	Balkuling North Road (RZR)	4120146	540	R2R017	0	0	0	(7,665)	(7,665)
0.00	Stockpool Road (RZR)	4120146	540	R2R106	(128,253)	(128,253)	0	0	0
0.01	Badjalung North Road (RZR)	4120145	540	R2R014	(139,734)	(139,734)	0	(1,914)	(1,914)
0.00	RRG - Quairading - Corrigin Road (Capital) 21/22 SLK 5.92 - 9.3	4120149	540	RRG166	(37,959)	(37,959)	(9,483)	0	9,483
0.35	RRG - Quairading - Corrigin Road (Capital) 22/23 SLK 2.92 - 5.92	4120149	540	RRG166A	(62,780)	(62,780)	(15,687)	(21,733)	(6,046)
0.04	RRG - Quairading - Corrigin Road (Capital) 23/24 SLK 20.47 - 23.02	4120149	540	RRG166B	(690,086)	(690,086)	(172,443)	(27,152)	145,292
0.00	Dangin - Mears Road - WSNF Expenditure	4120162	540	WSF010	(359,398)	(359,398)	(89,811)	0	89,811

**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

**INVESTING ACTIVITIES
NOTE 8
CAPITAL ACQUISITIONS**



Percentage YTD Actual to Annual Budget
Expenditure over budget highlighted in red.

% of

Completion

Level of completion indicator, please see table at the top of this note for further detail.

		Balance Sheet		Adopted	Amended			Variance	
Account Number	Category	Job Number	Annual Budget	Annual Budget	YTD Budget	Total YTD		(Under)/Over	
Assets									
0.00	Dangin - Mears Road - WSN Development Expenditure	4120162	540	WSF010D	(132,600)	(132,600)	(33,135)	0	33,135
0.00	Drainage Construction General (Budgeting Only)	4120165	540	DC000	(85,675)	(85,675)	0	0	0
0.00	Minchin Road - Drainage Capital	4120166	540	DC063	(31,626)	(31,626)	0	0	0
0.00	Punch Road - Drainage Capital	4120166	540	DC143	(31,626)	(31,626)	0	0	0
0.00	Squiers Road - Drainage Capital	4120166	540	DC176	(31,626)	(31,626)	0	0	0
Total - Transport					(1,839,526)	(1,839,526)	(320,559)	(58,463)	262,096
0.03	Total - Infrastructure - Roads				(1,839,526)	(1,839,526)	(320,559)	(58,463)	262,096
Infrastructure - Other									
Law, Order & Public Safety									
0.00	Caroling Water Tank - Fire Water	4050790	590	EM5701	(16,877)	(16,877)	0	0	0
Total - Law, Order & Public Safety					(16,877)	(16,877)	0	0	0
Community Amenities									
0.00	Cemetery Upgrade (Capital)	4100790	590	OC10703	(28,613)	(28,613)	(7,149)	0	7,149
0.00	Electric Car Charging Station (Capital)	4100790	590	OC10704	(16,145)	(16,145)	(8,068)	0	8,068
Total - Community Amenities					(44,758)	(44,758)	(15,217)	0	15,217
Recreation And Culture									
0.05	Construction Hall Carpark LRCI Funded Expenditure	4110190	590	OC11101	(359,693)	(359,693)	(89,883)	(18,660)	71,223
0.00	Greater Sports Ground (GSG) - Netball/Basketball Courts (Capital)	4110390	590	OC11335	(393,347)	(393,347)	(98,292)	0	98,292
0.60	Community Park - LRCI Funded Expenditure	4110390	590	LRC11322	(320,273)	(320,273)	(160,100)	(192,787)	(32,687)
0.00	New Park Kwirradind Koort	4110390	590	PC11323	(30,000)	(30,000)	(7,497)	0	7,497
0.00	OTH CUL - Infrastructure Other (Capital)	4110790	590		(30,000)	(30,000)	(7,497)	0	7,497
Total - Recreation And Culture					(1,133,313)	(1,133,313)	(363,269)	(211,447)	151,822
Economic Services									
0.00	Standpipe Controller 1	4130890	590	OC13801	(23,000)	(23,000)	0	0	0
Total - Economic Services					(23,000)	(23,000)	0	0	0
0.17	Total - Infrastructure - Other				(1,217,948)	(1,217,948)	(378,486)	(211,447)	167,039
0.06	Grand Total				(4,767,924)	(4,767,924)	(975,227)	(286,412)	688,815

Summary by Balance Sheet Category

Land Held For Resale (Current)	340	0	0	0	0	0	0	0
Land Held For Resale (Non Current)	507	0	0	0	0	0	0	0
Land - Freehold	508	0	0	0	0	0	0	0
Buildings - Specialised	512	(180,895)	(180,895)	(95,206)	(2,221)	92,985		
Buildings - Non Specialised	514	(464,150)	(464,150)	(116,227)	0	116,227		
Furniture & Equipment	520	(35,000)	(35,000)	(35,000)	(10,645)	24,355		
Plant & Equipment	530	(1,030,405)	(1,030,405)	(29,749)	(3,636)	26,113		
Infrastructure - Roads	540	(1,839,526)	(1,839,526)	(320,559)	(58,463)	262,096		
Infrastructure - Footpaths & Cycleways	560	0	0	0	0	0		
Infrastructure - Other	590	(1,217,948)	(1,217,948)	(378,486)	(211,447)	167,039		
		(4,767,924)	(4,767,924)	(975,227)	(286,412)	688,815		

SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

FINANCING ACTIVITIES
NOTE 9
LOAN DEBENTURE BORROWINGS AND FINANCING

(a) Information on Loan Debenture Borrowings

Particulars/Purpose	01 Jul 2023	New Loans			Principal Repayments			Principal Outstanding			Interest & Guarantee Fee Repayments		
		Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget
Transport		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Loan 118 - Depot Building	243,727	0	0	0	25,476	49,813	49,813	218,251	193,914	193,914	2,758	10,647	10,647
Loan 119 - Park Cottages	99,996	0	0	0	7,356	14,551	14,551	92,640	85,445	85,445	269	2,431	2,431
	343,723	0	0	0	32,832	64,364	64,364	310,891	279,359	279,359	3,028	13,078	13,078
Total	343,723	0	0	0	32,832	64,364	64,364	310,891	279,359	279,359	3,027.80	13,082	13,082
Current loan borrowings	66,106							33,274					
Non-current loan borrowings	277,618							277,618					
	343,723							310,891					

All debenture repayments were financed by general purpose revenue.

(b) Information on Financing

Particulars/Purpose	01 Jul 2023	New Financing			Lease Financing Principal Repayments			Lease Financing Principal Outstanding			Lease Financing Interest Repayments		
		Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget
Law, Order & Public Safety		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Lease 2 - CESM Vehicle	17,555	0	0	0	6,568	17,555	17,555	10,987	(0)	-0	42	72	72
Economic Services													
Lease 4 - Skeleton Weed Vehicle	0	0	0	0	0	10,513	10,513	0	(10,513)	(10,513)	0	0	0
Other Property & Services													
Lease 3 - Canon Photocopier	3,335	0	0	0	0	3,729	3,729	3,335	(394)	(394)	0	93	93
	20,889	0	0	0	6,568	31,797	31,797	14,321	(10,907)	(10,907)	42	165	165
Total	20,889	0	0	0	6,568	31,797	31,797	14,321	(10,907)	(10,907)	42	165	165
Current financing borrowings	20,898							14,330					
Non-current financing borrowings	0							0					
	20,898							14,330					

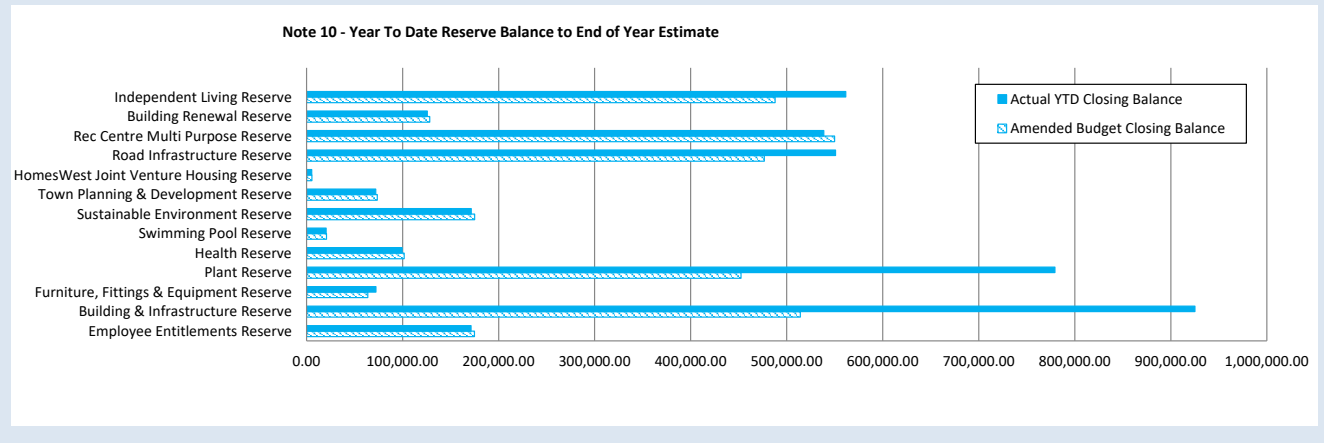
SHIRE OF QUAIRADING
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 30 SEPTEMBER 2023

OPERATING ACTIVITIES
 NOTE 10
 CASH BACKED RESEVES

Cash Backed Reserve

Reserve Name	Opening Balance	Amended Budget Interest Earned	Actual Interest Earned	Amended Budget Transfers In (+)	Actual Transfers In (+)	Amended Budget Transfers Out (-)	Actual Transfers Out (-)	Amended Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Employee Entitlements Reserve	171,302.47	3,557.00	0.00	0.00	0.00	0.00	0.00	174,859.47	171,302.47
Building & Infrastructure Reserve	925,026.17	19,208.00	0.00	0.00	0.00	(430,000.00)	0.00	514,234.17	925,026.17
Furniture, Fittings & Equipment Reserve	72,253.91	1,500.00	0.00	0.00	0.00	(10,000.00)	0.00	63,753.91	72,253.91
Plant Reserve	779,333.32	16,183.00	0.00	135,000.00	0.00	(478,000.00)	0.00	452,516.32	779,333.32
Health Reserve	99,575.71	2,068.00	0.00	0.00	0.00	0.00	0.00	101,643.71	99,575.71
Swimming Pool Reserve	20,278.30	421.00	0.00	0.00	0.00	0.00	0.00	20,699.30	20,278.30
Sustainable Environment Reserve	171,412.45	3,559.00	0.00	0.00	0.00	0.00	0.00	174,971.45	171,412.45
Town Planning & Development Reserve	72,049.46	1,496.00	0.00	0.00	0.00	0.00	0.00	73,545.46	72,049.46
HomesWest Joint Venture Housing Reserve	5,424.94	113.00	0.00	0.00	0.00	0.00	0.00	5,537.94	5,424.94
Road Infrastructure Reserve	550,928.92	11,440.00	0.00	0.00	0.00	(85,675.00)	0.00	476,693.92	550,928.92
Rec Centre Multi Purpose Reserve	538,610.54	11,184.00	0.00	0.00	0.00	0.00	0.00	549,794.54	538,610.54
Building Renewal Reserve	125,738.79	2,611.00	0.00	0.00	0.00	0.00	0.00	128,349.79	125,738.79
Independent Living Reserve	561,503.90	11,660.00	0.00	0.00	0.00	(85,150.00)	0.00	488,013.90	561,503.90
	4,093,438.88	85,000.00	0.00	135,000.00	0.00	(1,088,825.00)	0.00	3,224,613.88	4,093,438.88

KEY INFORMATION



SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

OPERATING ACTIVITIES
NOTE 11
OTHER CURRENT LIABILITIES

Other Current Liabilities	Note	Opening Balance 1 Jul 2023	Liability Increase	Liability Reduction	Closing Balance 30 Sep 2023
		\$	\$	\$	\$
Other Liabilities					
- Contract Liabilities	12	37,618	0	(34,813)	2,805
- Capital Grant/Contribution Liabilities	13	473,908	107,987	0	581,896
Total Other liabilities		511,526	107,987	(34,813)	584,700
Less non-current unspent grants, contributions and reimbursements		0	0	0	0
Total current unspent grants, contributions and reimbursements		511,526	107,987	(34,813)	584,700
Employee Related Provisions					
Annual leave		129,164	0	0	129,164
Long service leave		34,533	0	0	34,533
Total Provisions		163,697	0	0	163,697
Total Other Current Liabilities					748,397
Amounts shown above include GST (where applicable)					

KEY INFORMATION

PROVISIONS

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

EMPLOYEE BENEFITS

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any re-measurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

CONTRACT LIABILITIES

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer. Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the Shire are recognised as a liability until such time as the Shire satisfies its obligations under the agreement.

**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

NOTE 12

GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Grant, Subsidies and Contributions Liability					Grants, Subsidies and Contributions Revenue			
	Liability 1 Jul 2023	Increase in Liability	Liability Reduction (As revenue)	Liability 30 Sep 2023	Current Liability 30 Sep 2023	Adopted Budget Revenue	Amended Annual Budget	Amended YTD Budget	YTD Actual Revenue
	\$	\$	\$	\$	\$	\$	\$	\$	\$
General purpose funding									
Grants Commission - General/Roads (WALGGC)	0	0	0	0	0	63,036	63,036	0	15,759
Grants Commission - Roads (WALGGC)	0	0	0	0	0	35,204	35,204	0	8,801
Law, order, public safety									
DFES Grant - Operating Bush Fire Brigade	0	0	0	0	0	51,810	51,810	0	12,953
Mitigation Activity Fund Grant Program	33,292	0	(33,292)	0	0	66,585	66,585	16,638	33,292
Bushfire Volunteers Grant Program	0	0	0	0	0	0	0	0	0
Health									
Strengthening Medicare Grant	0	0	0	0	25,000	25,000	25,000	25,000	0
Education and welfare									
Youth Week Grant	1,257	0	0	1,257	1,257	0	0	0	0
Recreation and culture									
Grant - Toddler Learn to Swim	0	0	0	0	0	2,000	2,000	0	0
NADC National Australia Day Grant	1,352	0	0	1,352	1,352	0	0	0	0
NAIDOC Week Grant	1,239	0	(1,239)	0	0	1,350	1,350	0	1,239
Volunteering WA Grant	477	0	(282)	195	195	0	0	0	282
Transport									
Direct Grant (MRWA)	0	0	0	0	0	171,105	171,105	171,105	174,575
	37,618	0	(34,813)	2,805	27,805	431,090	431,090	216,490	246,901
Contributions									
Education and welfare									
Quairading Rotary Annual Contribution	0	0	0	0	0	250	250	60	0
Recreation and culture									
Rainmakers Contribution to El Toro (error)	0	0	0	0	0	500	500	0	0
Other property and services									
Admin staff contributions to vehicle running costs	0	0	0	0	0	5,876	5,876	1,467	1,368
	0	0	0	0	0	6,626	6,626	1,527	1,368
TOTALS	37,618	0	(34,813)	2,805	27,805	437,716	437,716	218,017	248,269

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**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

**NOTE 13
CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS**

Provider	Capital Grants, Subsidies and Contributions Liability					Capital Grants, Subsidies and Contributions Revenue			
	Liability 1 Jul 2023	Increase in Liability	Liability Reduction (As revenue)	Liability 30 Sep 2023	Current Liability 30 Sep 2023	Adopted Budget Revenue	Amended Annual Budget	Amended YTD Budget	YTD Actual Revenue
	\$	\$	\$	\$	\$	\$	\$	\$	\$
South Caroling Water Tank	0	0	0	0	0	8,439	8,439	0	0
Electric Car Charging Station (Capital)	0	0	0	0	0	6,926	6,926	1,728	0
Recreation and culture									
LRCI Grant Phase 3 - Construction Hall Carpark	0	0	0	0	0	359,693	359,693	0	0
LRCI Grant Phase 4 - Greater Sports Ground - Multi Use Courts	0	0	0	0	0	393,347	393,347	0	0
Lotterywest Grant - Community Park	178,597	0	0	178,597	178,597	0	0	0	0
Transport									
R2R Grant - Old Beverley West Road (R2R)	0	0	0	0	0	108,163	108,163	0	0
R2R Grant - Badjaling North Road (R2R)	0	0	0	0	0	120,114	120,114	0	0
R2R Grant - Stockpool Road (R2R)	0	0	0	0	0	128,253	128,253	0	0
R2R Grant - Pantapin South Road (R2R)	0	0	0	0	0	0	0	0	0
R2R Grant - Quairading Corrigin Road (R2R)	0	0	0	0	0	0	0	0	0
RRG Grant - Quairading - Corrigin Road 21/22	0	0	0	0	0	74,639	74,639	0	0
RRG Grant - Quairading - Corrigin Road 22/23	0	0	0	0	0	79,891	79,891	0	0
RRG Grant - Quairading - Corrigin Road 23/24	0	0	0	0	0	460,028	460,028	0	0
WSFN Grant - Dangin - Mears Road	183,767	0	0	183,767	183,767	336,558	336,558	84,139	0
WSFN Grant - Dangin - Mears Development Funds	0	0	0	0	0	123,760	123,760	30,940	0
	473,908	107,987	0	581,896	581,896	2,199,810	2,199,810	116,807	0
Capital Contributions									
Community amenities									
Rural Youth Contribution - Community Park	0	0	0	0	0	73,227	73,227	0	0
	0	0	0	0	0	73,227	73,227	0	0
Total capital grants, subsidies and contributions	473,908	107,987	0	581,896	581,896	2,273,037	2,273,037	116,807	0

SHIRE OF QUAIRADING

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

**NOTE 14
BONDS & DEPOSITS AND TRUST FUNDS**

In previous years, bonds and deposits were held as trust monies. They are still reported in this Note but also included in Restricted Cash - Bonds and Deposits and as a current liability in the books of Council.

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

Description	Opening Balance 01 Jul 2023	Amount Received	Amount Paid	Closing Balance 30 Sep 2023
		\$	\$	\$
Restricted Cash - Bonds and Deposits				
Building Services Levy (BSL)	1,087.98	0.00	0.00	1,087.98
Construction Training Fund (CTF)	491.75	0.00	0.00	491.75
Councillor Nomination Fee	0.00	0.00	0.00	0.00
Key, Hall & Equipment Bonds	5,166.00	4,520.00	(2,775.00)	6,911.00
Unclaimed Monies	1,152.50	0.00	0.00	1,152.50
Department of Transport Licensing TransWA	3,014.31	88,099.80	(70,148.30)	20,965.81
Other Bonds & Deposits	83,064.17	750.00	0.00	83,814.17
Caravan Park Cabin Bonds	0.00	0.00	0.00	0.00
Community Bus Bonds	291.30	400.00	(150.00)	541.30
Rental Bonds	2,228.00	1,960.00	0.00	4,188.00
Animal Trap Bonds	0.00	0.00	0.00	0.00
Sub-Total	96,496.01	95,729.80	(73,073.30)	119,152.51
Trust Funds				
Nil	0.00	0.00	0.00	0.00
Sub-Total	0.00	0.00	0.00	0.00
	96,496.01	95,729.80	(73,073.30)	119,152.51

KEY INFORMATION

SHIRE OF QUAIRADING

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023

NOTE 15

EXPLANATION OF SIGNIFICANT VARIANCES

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 budget materially.

The material variance adopted by Council for the 2023/24 year is \$10,000 and 10%.

Favourable Variance. ▲
Unfavourable Variance. ▼

Community Amenities	Var. \$	Var. %	Var. ▲ ▼	Significant Var. \$	Timing/ Permanent	Explanation of Variance
Revenue from operating activities						
General Purpose Funding - Other	(22,850)	(72%)	▼	\$	Timing	Interest Journal still required to be completed - ontrack
Law, Order and Public Safety	(16,989)	(27%)	▼	\$	Timing	Negative variance a combination of CESM/BRMP reimbursement not being received and positive Mitigation Activity Fund Grant being received earlier than budgeted.
Health	(25,006)	(100%)	▼	\$	Timing	Negative variance due to Strengthening Medicare Grant Fund Income being receipted incorrectly - correction still required
Community Amenities	105,294	204%	▲	\$		Timing of budget allocation for Domestic Refuse Collection Charges.
Economic Services	(18,813)	(12%)	▼	\$	Timing	
Law, Order and Public Safety	43,521	26%	▲	\$	Timing	
Health	58,581	48%	▲	\$	Timing	Positive variance due to Other Health - Maintenance operation costs tracking lower than budgeted.
Education and Welfare	19,486	27%	▲	\$	Timing	
Housing	21,960	44%	▲	\$	Timing	Staff housing and other housing building maintenance and building operation costs are below budgeted amount. Other housing (non-staff) building maintenance and building operation costs are below budgeted amount.
Community Amenities	55,147	35%	▲	\$	Timing	Positive Variance due to various Community Amenities - Maintenance Operational costs tracking lower than budgeted.
Recreation and Culture	134,251	49%	▲	\$	Timing	Positive variance due to Other Recreation & Sports Maintenance & Operational costs tracking lower than budgeted.
Transport	405,367	56%	▲	\$	Timing	Positive variance due to Depreciation not yet processed in year.
Economic Services	84,513	34%	▲	\$	Timing	Positive variance due to a combination of Depreciation not yet process in year and negative variance in Economic Development employment costs tracking higher than budget.
Other Property and Services	(22,799)	(33%)	▼	\$	Timing	Negative variance due to Other Property and Services tracking higher than budgeted.
INVESTING ACTIVITIES						
Capital Grants, Subsidies and Contributions	(116,807)	(100%)	▼	\$	Timing	Grant funding still to be received - Awaiting auditors reports to be finalised in order to claim. Invoices still to be raised for various completed projects
Land and Buildings	209,212	99%	▲	\$	Timing	Projects not yet completed, see capital Works Note 8.
Plant and Equipment	26,113		▲	\$	Timing	Projects not yet completed, see capital Works Note 8.
Furniture and Equipment	24,355	70%	▲	\$	Timing	Projects not yet completed, see capital Works Note 8.
Infrastructure Assets - Roads	262,096	82%	▲	\$	Timing	Projects not yet completed, see capital Works Note 8.
Infrastructure Assets - Other	167,039	44%	▲	\$	Timing	Projects not yet completed, see capital Works Note 8.

SHIRE OF QUAIRADING
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 30 SEPTEMBER 2023

NOTE 16
BUDGET AMENDMENTS

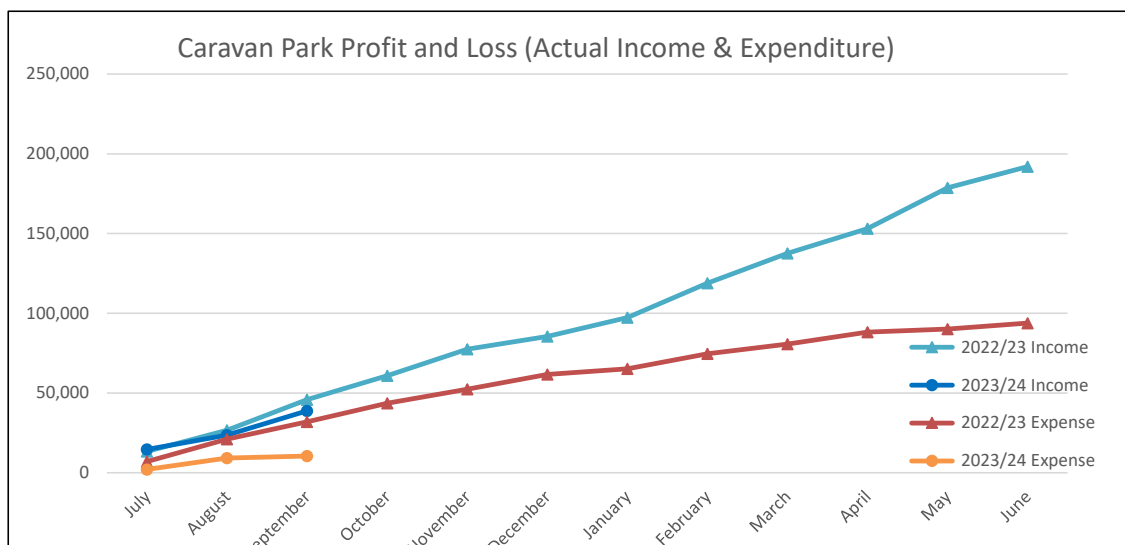
GL Code	Job #	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
		Budget Adoption		Closing Surplus/(Deficit)	\$	\$	\$ 30,190	\$ 30,190
		<i>Opening surplus adjustment (Adjusted 2022/23 Closing Balance)</i>		(Not yet endorsed) To be presented at budget review			89,618	119,808
								119,808
								119,808
								119,808
					0	0	119,808	119,808

KEY INFORMATION

**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 SEPTEMBER 2023**

**NOTE 17
CARAVAN PARK**


Caravan Park Profit and Loss	YTD Bookings	YTD Actual	YTD Budget (Amended)	YTD Var %	Annual Budget (Original)	Annual Budget (Amended)	Annual (Amd) Var %
INCOME							
Caravan Park Charges	49	\$ 16,237.81	\$ 14,994.00	108%	\$ 60,000.00	\$ 60,000.00	27%
Cabin and Unit Charges	130	\$ 22,570.99	\$ 32,487.00	69%	\$ 130,000.00	\$ 130,000.00	17%
Fees, Charges & Reimbursements		\$ 22.73	\$ -	0%	\$ -	\$ -	0%
TOTAL INCOME	179	\$ 38,831.53	\$ 47,481.00	82%	\$ 190,000.00	\$ 190,000.00	20%
EXPENDITURE							
Caravan Park							
Salaries & Wages		\$ 290.52	\$ 11,718.00	2%	\$ 46,900.00	\$ 46,900.00	1%
Materials & Contracts		\$ 7,053.90	\$ 2,904.00	243%	\$ 11,640.00	\$ 11,640.00	61%
Utilities & Insurance		\$ 784.44	\$ 3,417.00	23%	\$ 13,700.00	\$ 13,700.00	6%
Caravan Park Total		\$ 8,128.86	\$ 18,039.00	45%	\$ 72,240.00	\$ 72,240.00	11%
Cabins (3x 2 bedroom Cabins)							
Salaries & Wages		\$ 319.60	\$ 6,021.00	5%	\$ 24,120.00	\$ 24,120.00	1%
Materials & Contracts		\$ -	\$ 630.00	0%	\$ 2,532.00	\$ 2,532.00	0%
Utilities & Insurance		\$ 803.55	\$ 2,675.00	30%	\$ 10,764.00	\$ 10,764.00	7%
Cabins Total		\$ 1,123.15	\$ 9,326.00	12%	\$ 37,416.00	\$ 37,416.00	3%
Caretaker Reception							
Salaries & Wages		\$ 85.93	\$ 870.00	10%	\$ 3,484.00	\$ 3,484.00	2%
Materials & Contracts		\$ 31.81	\$ 222.00	14%	\$ 892.00	\$ 892.00	4%
Utilities & Insurance		\$ 448.68	\$ 1,662.00	27%	\$ 6,672.00	\$ 6,672.00	7%
Caretaker Reception Total		\$ 566.42	\$ 2,754.00	21%	\$ 11,048.00	\$ 11,048.00	5%
Units (4x 1 bedroom units)							
Salaries & Wages		\$ 365.22	\$ 2,175.00	17%	\$ 8,710.00	\$ 8,710.00	4%
Materials & Contracts		\$ -	\$ 210.00	0%	\$ 844.00	\$ 844.00	0%
Utilities & Insurance		\$ 297.16	\$ 275.00	108%	\$ 1,111.00	\$ 1,111.00	27%
Units Total		\$ 662.38	\$ 2,660.00	25%	\$ 10,665.00	\$ 10,665.00	6%
TOTAL EXPENDITURE		\$ 10,480.81	\$ 32,779.00	32%	\$ 131,369.00	\$ 131,369.00	8%
Closing Funding Surplus(Deficit)		\$ 28,350.72	\$ 14,702.00	193%		\$ 58,631.00	48%



11.3 ICT Strategic Plan 2022-2025

Responsible Officer Natalie Ness, Acting Chief Executive Officer

Reporting Officer Tricia Brown, Executive Manager, Corporate Services

Attachments 1. Shire of Quairading ICT Strategic Plan 2022-2025 [↓](#) 

Voting Requirements Absolute Majority

Disclosure of Interest Reporting Officer: Nil

Responsible Officer: Nil

RESOLUTION: OCM 099-23/24

Moved: Cr JR Hippisley

Seconded: Cr JC Hayes

That Council adopt the ICT Strategic Plan 2022-2025

FOR: Crs PD Smith, TJ Stacey, BR Cowcill, JC Hayes, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED BY ABSOLUTE MAJORITY 6/0

IN BRIEF

On 29 March 2023, the Auditor General tabled a report in Parliament on the Information Systems Audit – Local Government 2021-2022. In this report, the Auditor General recommended that under section 7.12A of the Local Government Act 1995 (the Act), that local governments identified as having significant information system issues:

- Prepare an action plan addressing significant matters relevant to their entity

The report summarised the overall results with 566 information system weaknesses reported to 61 entities.

MATTER FOR CONSIDERATION

Whilst the Shire has a number of measures in place to address the ever-evolving risk of cyber security, it is crucial we prioritise addressing audit findings to safeguard our information systems against increasing sophisticated cyber threats.

BACKGROUND

The Shire engaged Wallis Computer Services to assist in developing an ICT Strategy that will:

- Assist the Chief Executive Officer, Executive Team and Elected Members to better understand the complexity of managing information and technology within the local government sphere.
- Improve the Shire's ICT capability.
- Enable the Shire to operate at or above the ICT Baseline Standard/benchmark set by the OAG.
- Ensure ICT is adequately managed to support all aspects of local government operations, and investigate the future ICT trends and how they relate to the Shire of Quairading.

- Support all related elements of the Integrated Planning and Reporting Framework.

This document will be the action plan for guiding Council’s strategic direction in ICT over the next 3 years for the effective management of information and communications technology and to ensure that the Shire’s ICT systems are controlled and maintained in line with corporate objectives and emerging trends. This document establishes a baseline which identifies the minimum requirements for the effective provision of information and communications technologies, as well as information management services, and solutions to effectively support the Shire’s operations. Understanding the complexity of information and communications technology management within local government is the first step in applying the necessary measures to ensure that the baseline ICT standards are being met. This document also aims to provide true value to the community by enhancing and supporting all the services Council delivers.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

If not addressed the findings from the audit could result in data breaches, system outages and financial loss to the Shire. The ICT Strategic Plan provides Council with current and future projected costs/budgets to ensure future resources can maintain a strong level of compliance into the future.

ALIGNMENT WITH STRATEGIC PRIORITIES

5.4 Governance & Leadership: Implement systems and processes that meet legislative and audit obligations

CONSULTATION

Consultation of the ICT Strategic Plan was undertaken with the Shire Staff and current IT providers.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Data breaches/hack of Shire information and communications technology systems impacts business continuity, results in financial or other data theft and increases liability (Elected Members, Executive and the Shire as a whole).

RISK ASSESSMENT

	Option 1
Financial	Low <i>The works being done over the next 3 years should decrease the financial risk of large non-budgeted expenditure from IT disaster or Cyber-attacks.</i>
Health	Low

Reputation

Low



ICT STRATEGIC PLAN 2022 - 2025

 @ShireofQuairading

 @QuairadingCaravanPark

 @shireofquairading



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SECTION ONE: EXECUTIVE SUMMARY

The Shire of Quairading recognizes the evolving landscapes of both its internal and external environments. Embracing technology is crucial for enhancing its services, necessitating a unified approach to the adoption, application, and maintenance of technological tools, in harmony with the Shire's resources and objectives.

The ICT Strategic Plan outlines the Shire's vision for addressing immediate and future technological needs. It underscores the importance of leveraging advanced technology to prioritize both in-house and external customer services. This plan serves as a blueprint for adeptly managing IT, with its core aim to bolster the Shire's mission and amplify the efficiency of services to its community and stakeholders.

Future technological endeavours will span several departments, all converging towards a singular mission: to serve its community, the general public, and other interested parties. In this context, technology emerges as a pivotal tool for communication, integration, data exchange, and resource allocation. Additionally, it paves the way for cost savings by enhancing service efficiency through a unified technological architecture and standards.

This strategic document encourages inter-departmental synergies and promotes collaboration, rather than restricting individual departmental initiatives. It draws upon a balanced IT management approach, combining the strengths of both centralized IT governance and external IT support. A key component of the plan is the formulation of IT architecture and standards, essential for achieving scalability and seamless integration.

The IT Plan of the Shire of Quairading emphasizes a customer-centric approach to technology management. Internally, it champions teamwork, collective decision-making, and equipping staff with the right tools. Externally, it is committed to delivering anticipated services to its community, the public, and other stakeholders.

This Strategic Plan is dynamic, adaptable to the ever-changing technological landscape and the Shire's evolving needs. Serving as a guiding beacon, it ensures that the Shire's technological pursuits align with its overarching objectives, facilitating enhanced service delivery. All technological choices should be strategically driven, as outlined in this plan, guaranteeing decisions are flexible yet aligned with the Shire's aspirations.

SECTION TWO: FUTURE GOALS & STRATEGY

This ICT Strategic Plan will cover the period between July 2022 and June 2025. Some key goals include the following;

Project	Goal	ICT Trend
Altus	Implement new modules to provide mechanisms to automate repetitive tasks whilst integrating with existing SynergySoft GL.	Intelligent Apps and Analytics
Collaboration Tool	Adopt a collaboration tool that includes chat, video and sharing of content between internal staff. Functionality can include the ability to invite external contacts.	Multichannel Citizen Engagement
Computer Replacement Program	Define a structured program to replace office computers with standardised equipment based on a lifecycle. Adopt a standard operating environment (SOE) to help reduce IT support costs.	Digital Workplace
Cyber Awareness Training	Subscribe to an awareness training program for all employees. Such a platform should continually test employees based on a frequency and not be a once-off test.	Continuous Adaptive Risk and Trust
Data Backups	Instigate a new regime to meet backup retention needs and archival requirements. At any point in time three copies of the corporate data should exist being the live copy onsite, a backup copy onsite and a backup copy offsite.	Cloud to the Edge
Firewall Upgrade	Introduce deep packet inspection (DPI) firewalling so that incoming and outgoing traffic can be scanned for malicious content. Firewall capability should support two or more Internet links.	Continuous Adaptive Risk and Trust
Internet Communications	Implement a business grade, non-contended Internet link as a primary service. Implement a residential grade Internet link as a secondary service. Both links are to support utilising future cloud based applications.	Cloud to the Edge
Intranet Design	Implement an Intranet for the ability to share and manage content. An application can empower teamwork and help to quickly find information that seamlessly collaborates across the organisation.	Intelligent Apps and Analytics
IP Telephony	Upgrade the copper voice phone system. A virtualised phone system can deliver softphone capabilities for iOS, Android and Windows. A secure feature called SIP (calls over the Internet) can be used to reduce calls costs.	Digital Workplace
IT Policy Review	Ensure a document that defines roles and responsibilities, password requirements, granting/revoking access, account reviews and asset management/disposal.	Continuous Adaptive Risk and Trust
Multi Factor Authentication	Tighten security relating to Office 365 and WFH. Two Factor Authentication (2FA) to be implemented into the existing IT landscape for any IT related activities completed outside the office.	Digital Workplace

Project	Goal	ICT Trend
Office 365	Install Office 365 for a move to monthly billing. Desktop apps to be installed first followed by Exchange Online (email in the cloud). Investigate OneDrive for Business to deliver simultaneous editing.	Cloud to the Edge
Patching	Implement a new program that uses a test group for Windows computers prior to all computers receiving an update. Manage the installation of third party apps such as Adobe, Java etc. to address security concerns.	Continuous Adaptive Risk and Trust
Server Hardware Upgrade	Consideration on the overall server strategy including but not limited to extending the server warranty or moving to a hybrid, public or private cloud solution.	Cloud to the Edge
Shared IT Services	Design a hosted infrastructure platform that the Medical Clinic can utilise that would have similar characteristics to a private cloud.	Cloud to the Edge
Work From Home	Build the Work From Home (WFH) strategy into the business. Easy to use technologies will aid in securely working from outside the office. A WFH policy is required.	Digital Workplace
Software Subscriptions	Commit to an OpEx model of purchasing internal tools such as Adobe for Professional and Creative Cloud.	Intelligent Apps and Analytics

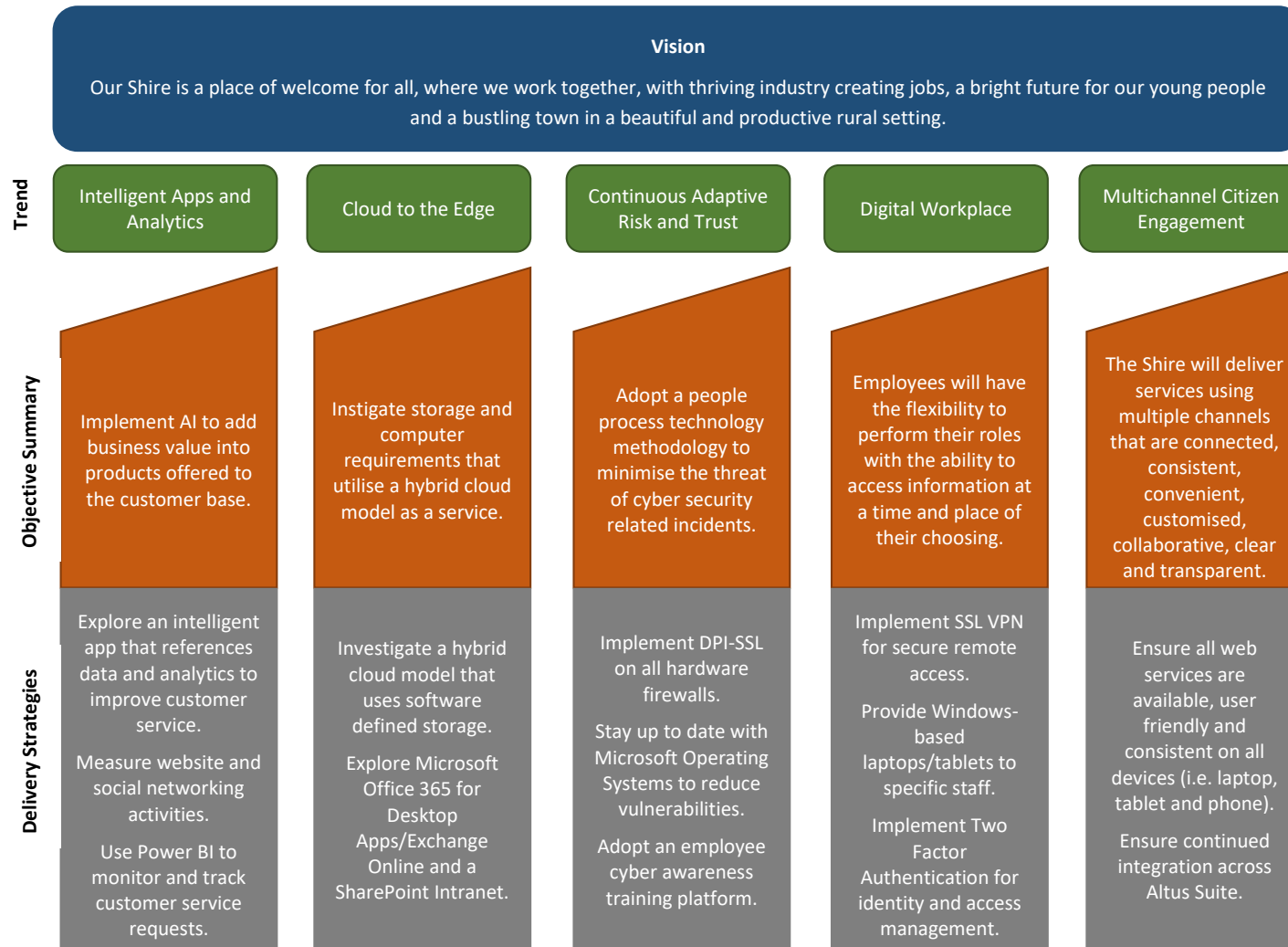
SECTION FOUR: ICT TRENDS FOR ORGANISATIONS

Trends and technologies in the IT industry change at an alarming rate. The Shire of Quairading is strongly reliant on day-to-day IT resources for nearly all facets of operation. As such, it is prudent to review and adopt the current industry trends for organisations (Gartner Inc.).

ICT Trend	Explanation
Intelligent Apps and Analytics	<p>Over the next few years, virtually every app, application and service will incorporate some level of AI. Some of these apps will be obvious intelligent apps that could not exist without AI and machine learning.</p> <p>AI has become the next major battleground in a wide range of software and service markets, including aspects of enterprise resource planning (ERP). Packaged software and service providers should outline how they'll be using AI to add business value in new versions in the form of advanced analytics, intelligent processes and advanced user experiences.</p>
Cloud to Edge	<p>Edge computing describes a computing topology in which information processing, and content collection and delivery, are placed closer to the sources of this information. Connectivity and latency challenges, bandwidth constraints and greater functionality embedded at the edge favours distributed models.</p> <p>While many view cloud and edge as competing approaches, cloud is a style of computing where elastically scalable technology capabilities are delivered as a service and does not inherently mandate a centralised model.</p>
Continuous Adaptive Risk and Trust	<p>To securely enable digital business initiatives in a world of advanced, targeted attacks, security and risk management leaders must adopt a continuous adaptive risk and trust assessment (CARTA) approach to allow real-time, risk and trust-based decision making with adaptive responses.</p> <p>Security infrastructure must be adaptive everywhere, to embrace the opportunity — and manage the risks — that comes delivering security that moves at the speed of digital business.</p>
Digital Workplace	<p>The government workforce of the future will be populated with digitally literate employees, from frontline workers to top-level executives. The digital workplace is open, flat and democratic. It is the organisational manifestation of open government. CIOs and IT leaders must take a leadership role in building a more social, mobile, accessible and information-driven work environment.</p> <p>Adopting this trend would allow the Shire of Quairading employees to have the flexibility to perform their roles, with the ability to access information at a time and place of their choosing. Increased productivity would be achieved over time as employees gain a greater awareness of technology services available to them through effective service delivery and communication.</p>
Multichannel Citizen Engagement	<p>Government jurisdictions with multiple channels (municipal offices, physical mail correspondence, contact centres, e-government websites and mobile apps) are struggling to provide their citizens with one coherent view of the enterprise.</p> <p>A multichannel strategy, in the context of digital government, means more than delivering a seamless experience to stakeholders. It also is about delivering</p>

ICT Trend	Explanation
	interactions that are connected, consistent, convenient, collaborative, customized, clear and transparent. To produce those outcomes, policymakers and CIOs must radically redesign service models by combining traditional marketing tools (such as focus groups, user experience labs, surveys and stakeholder analysis) with new approaches (such as citizen co-creation initiatives, agile development and design thinking).

Trend Adoption Overview



SECTION FIVE: STRATEGIC PLAN**1 Backups & Disaster Recovery****1.1 Industry Best Practice**

Gartner, IDC, Forrester & Yankee Group report that on average, IT system downtime costs between \$84,000 and \$108,000 for every hour. Additionally, it is reported that 90% of businesses that lose all their data go out of business within the following 12 months. Protection of corporate data is achieved through a complete backup and replication solution consisting of both on premise and cloud components.

The on premise component is a device that resides within the same premises as the hardware storing the majority of corporate data. This device is responsible for regular incremental backups of nominated data at intervals in accordance with the organisation's recovery point objective (RPO). Ideally, if suitable, incremental backups for an organization with normal 8am-6pm operating hours should occur every hour. This will result in 24 intra-daily backups that should be consolidated the following day into a single daily backup. Consolidations of hourly, daily and weekly backups can occur at different stages however there should be approximately 6 months of backup's stored. This device is also responsible for the replication of all incremental backups to the cloud component.

The cloud component is a device located at a secondary site that a natural calamity or man-made disaster should not be able to affect. A minimum 10km distance should be adhered to. This device receives replicated incremental backups from the on premise device and is responsible for the long term storage, organization and consolidation of the replicated incremental backups.

1.2 Current State**1.2.1 Onsite Server Backups****Quairading Administration Office**

The Shire of Quairading outsource the management of backup and recovery to PCS. The currently employed system consists of the following:

Server Name	Backup Technology	Job Details
QSC-FILE	Veeam	Onto USB drives Monday-Friday (5 drives) Every 3 hours Mon-Fri 9am and 8pm Once Sat and Sun at 7pm Includes full virtual machine Daily notifications are emailed to backupreports@quairading.wa.gov.au (CEO Admin, EMCS and PCS)
QSC-DATABASE	Veeam	Onto USB drives Monday-Friday (5 drives) Every 3 hours Mon-Fri 9am and 8pm Once Sat and Sun at 7pm Includes full virtual machine Daily notifications are emailed to backupreports@quairading.wa.gov.au (CEO Admin, EMCS and PCS)

Quairading Medical Clinic

The Shire of Quairading outsource the management of backup and recovery to PCS. The currently employed system consists of the following:

Server Name	Backup Technology	Job Details
QMP-FILE	Veeam	Onto USB drives Monday-Friday (5 drives) Runs at 7:30pm Includes virtual server (snapshot of all data) Daily notifications emailed to Clinic Coordinators and PCS.
QMP-FILE	Unknown	Data copied onto stand-alone computer Manually run monthly Includes clinical and financial data

1.2.2 Offsite Server Backups

Quairading Medical Clinic

No backups are automatically replicated offsite. Every weekday the current days USB drive is taken home by EMCS. The other four USB drives are stored onsite in the Shire safe.

1.2.3 Retention Period

Quairading Administration Office.

The backups maintained by PCS are defined below:

	Number Kept Onsite	Number Kept Offsite	Explanation
Hourly	52	13	Each USB drive contains approximately 13 backup jobs. The previous days USB drive is taken offsite.
Daily	-	-	Daily backups for one week.
Weekly	-	-	-
Monthly	-	-	-
Biannual	-	-	-

These backups allow the ability to restore data at the file level for one week.

No scheduled Disaster Recovery tests were documented to have been completed.

Quairading Medical Clinic

The backups maintained by PCS are below:

	Number Kept Onsite	Number Kept Offsite	Explanation
Hourly	-	-	-
Daily	5	5	Daily backups for one week.
Weekly	-	-	-
Monthly	-	-	-
Biannual	-	-	-

These backups allow the ability to restore data at the file level or host level for one week.

No scheduled Disaster Recovery tests were documented to have been completed.

1.3 Future State Recommendations

Quairading Administration Office.

The current state needs immediate changes because it falls short of requirements set by the Shire of Quairading. The Shire of Quairading Disaster Recovery Plan is being created which will also dictate if the current solution meets the business requirements moving forward.

The following is industry best practice for data located on premise or in the cloud:

- 1.3.1 Onsite and offsite retention of backups
- 1.3.2 Continuous offsite replication to reduce Disaster Recovery RPO
- 1.3.3 Minimum hourly snapshots to reduce RPO
- 1.3.4 Hourly, Daily, Weekly, Monthly, Annual retention periods
- 1.3.5 Granular database and mailbox restoration
- 1.3.6 Ability to recover an entire server, not just data
- 1.3.7 Regular recovery testing
- 1.3.8 Daily backup notifications

Quairading Medical Clinic

The current state needs immediate changes because it falls short of requirements set by the Shire of Quairading. The Shire of Quairading Disaster Recovery Plan is being created which will also dictate if the current solution meets the business requirements moving forward.

The following is industry best practice for data located on premise or in the cloud:

- 1.3.9 Onsite and offsite retention of backups
- 1.3.10 Continuous offsite replication to reduce Disaster Recovery RPO
- 1.3.11 Minimum hourly snapshots to reduce RPO
- 1.3.12 Hourly, Daily, Weekly, Monthly, Annual retention periods
- 1.3.13 Granular database and mailbox restoration
- 1.3.14 Ability to recover an entire server, not just data
- 1.3.15 Regular recovery testing

1.4 Budget Estimate

Quairading Administration Office

A backup and recovery solution will be a managed service, which means all costs are monthly on-going/operational costs.

See the following table for an indication of on-going costings.

For budget purposes, the data on premise component is set to a shared 2TB.

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
Data on premise	\$10,010	\$10,010	\$10,010

Quairading Medical Clinic

A backup and recovery solution should be a managed service, which means all costs are monthly on-going/operational costs.

See the following table for an indication of on-going costings.

For budget purposes, the data on premise component is set to a shared 1TB.

For budget purposes the Microsoft Office 365 component is set to 5 users.

Description	2023-2024 Costs	2024-2025 Costs	2024-2025 Costs
Data on premise	\$7,530	\$7,530	\$7,530

2 Domain

2.1 Industry Best Practice

Utilisation of Microsoft Active Directory (AD) is key to centralised management of ICT networks.

Active Directory has four primary functions:

- 2.1.1 Authentication
- 2.1.2 Policy-based Administration
- 2.1.3 Security Policies for User Accounts
- 2.1.4 Directory for Publishing Shared Resources

A user can only be authenticated by a domain controller in the domain that hosts the user’s account. Where possible, any application or network resource that utilises authentication for login or access should be integrated with the domain in order to use domain authentication. This reduces the amount of credentials a user is required to remember, allowing a “Single Sign-on” (SSO) environment.

Microsoft Group Policy allows ICT administrators to standardise and manage objects within a domain using policies that can be enforced. Such objects can include user accounts and computers. It is best practice for ICT policies to be created, deployed and enforced using Group Policy.

Some basic security policies that should apply to all domain user accounts include:

- 2.1.5 Password policies
- 2.1.6 Account lockout policies
- 2.1.7 Account expiry policies

Where possible, Active Directory should be utilised to publish connection information about shared resources. As an example, printer resources might be published in a domain to facilitate searches by users.

2.2 Current State

Quairading Administration Office

AD is present, reasonably well-structured and up to date. The Domain is utilising two security groups to handle NTFS permissions which does not reflect required permissions for the full data structure.

Group Policy is being utilised for items such as network drive mapping, software installation and Windows updates. There are a number of important policies that are missing.

A detailed naming structure for IT equipment exists which allows administrators to see who owns the equipment based on a role name. A naming structure for user accounts exists based on a role name which is not recommended.

FSMO (Flexible Single-Master Operations) roles and DHCP used by Active Directory are not split between servers. The internal domain name is quairading.local with a domain functional level of 2016.

Quairading Medical Clinic

AD is present, reasonably well-structured and up to date. The Domain is utilising two security groups to handle NTFS permissions which does not reflect required permissions for the full data structure.

Group Policy is being utilised for items such as network drive mapping, software installation and Windows updates. There are a number of important policies that are missing.

A less consistent naming structure for IT equipment exists which hinders administrators to see who owns the equipment based on a role name. A naming structure for user accounts exists based on a role name which is not recommended.

FSMO (Flexible Single-Master Operations) roles and DHCP used by Active Directory are not split between servers. The internal domain name is quairadingmed.local with a domain functional level of 2016.

2.3 Future State Recommendations

Quairading Administration Office

The following is industry best practice:

- 2.3.1 Usage of Access Based Enumeration for file shares
 - 2.3.1.1 The intent is to limit the number of network drive mappings as much as possible. This will also enable greater control and auditing of access to corporate data.
- 2.3.2 Review of group policies to ensure Windows 10 and later versions of office are correctly handled
- 2.3.3 Implement user based accounts to move off role based accounts
- 2.3.4 Implement 2FA (two factor authentication) for remote access and Office 365 email.
- 2.3.5 Improve system log retention.
- 2.3.6 Implement removable media controls

Quairading Medical Clinic

The following is industry best practice:

- 2.3.7 Review of group policies to ensure Windows 10 and later versions of office are correctly handled
- 2.3.8 Implement user based accounts to move off role based accounts
- 2.3.9 Implement 2FA (two factor authentication) for remote access and Office 365 email
- 2.3.10 Improve system log retention

2.4 Budget Estimate

Quairading Administration Office

The majority of this work was implemented with the installation of the new server.

Quairading Medical Clinic

The majority of these costs will be bundled in with the implementation of the new server.

3 Antivirus

3.1 Industry Best Practice

An anti-virus solution should include the following features:

- 3.1.1 Scheduled full system scans
- 3.1.2 Real-time scanning
- 3.1.3 Behavioural monitoring
- 3.1.4 Anti-malware component(s)

Each of these four features should be configured and enabled for all machines requiring protection from viruses and malware.

Scheduled scans should be conducted a minimum of once per week and should be completed on all servers and client machines.

Real-time scanning can impact performance of key applications, particularly those that use a database. As such, many anti-virus vendors have released white papers on real-time scanning exclusion best practices. These best practices should be followed to avoid performance degradation of key/critical systems.

Behavioural monitoring should also always be enabled to prevent the increasingly popular ransomware viruses that encrypt data. Good anti-virus applications are able to detect when software is attempting to encrypt data and will block that application before any major damage can take place.

3.2 Current State

Quairading Administration Office

All computers and servers use Trend Micro Security. This product includes the following enabled features:

- 3.2.1 Smart Scan
- 3.2.2 Real-Time Scan
- 3.2.3 Web Reputation
- 3.2.4 URL Filtering (Office Hours)
- 3.2.5 Predictive Machine Learning

Scheduled scans are disabled for the computers and servers which is not recommended.

Hosted email for spam, phishing and malware protection is provided by the Trend Micro Hosted Email Security. This system works to ensure threats are detected and stopped before entering the corporate email systems.

Quairading Medical Clinic

Trend Micro Security is used on some computers and the server however, the license has expired.

This product includes the following enabled features:

- 3.2.6 Smart Scan
- 3.2.7 Real-Time Scan
- 3.2.8 Web Reputation

- 3.2.9 URL Filtering (Office Hours)
- 3.2.10 Predictive Machine Learning

Scheduled scans are disabled for the computers and server which is not recommended.

Hosted email for spam, phishing and malware protection is provided by the Trend Micro Hosted Email Security via three Shire email addresses (qdgmedprac, qdgpracman, qdgnurse). This system works to ensure threats are detected and stopped before entering the corporate email systems. The Doctors use their own personal email addresses.

3.3 Future State Recommendations

Quairading Administration Office

The following is industry best practice:

- 3.3.1 Implement a more robust, configurable anti-virus platform
 - 3.3.1.1 Introduce scheduled scans on computers and servers
 - 3.3.1.2 Setup a strong reporting regime that is proactively monitored
- 3.3.2 Implement an email protection service from a different vendor
 - 3.3.2.1 Choose a vendor that resides in Australia
 - 3.3.2.2 Wider coverage is available to reduce risks with a different vendor

Quairading Medical Clinic

The following is industry best practice:

- 3.3.3 Implement a more robust, configurable anti-virus platform
 - 3.3.3.1 Introduce scheduled scans on computers and servers
 - 3.3.3.2 Setup a strong reporting regime that is proactively monitored
- 3.3.4 Implement an email protection service from a different vendor
 - 3.3.4.1 Choose a vendor that resides in Australia
 - 3.3.4.2 Wider coverage is available to reduce risks with a different vendor
 - 3.3.4.3 Move away from personal email addresses to bolster security

3.4 Budget Estimate

Quairading Administration Office.

This is covered under Microsoft 365 Business Premium Licensing for AV and Email Filtering.

Quairading Medical Clinic

This is covered under Microsoft 365 licensing and Managed Services Agreement for IT Support.

4 Corporate Applications

4.1 Industry Best Practice

Due to the numerous and varied nature of corporate applications, only generalized best practices can be listed in this section. Application vendors will normally release their own best practice white papers for specific applications which should be followed where possible.

A file management system (FMS) should continue to be employed to provide easy storage for relevant corporate data. If either on premise or hosted, a FMS requiring a back-end database should utilise Microsoft SQL and access to this data should be restricted as required. An alternative to a FMS is a document management system (DMS) such as Micro Focus Content Manager or SharePoint.

Financial software should continue to be employed to provide accounting and financial management capabilities. If either on premise or hosted, financial software requiring a back-end database should utilise Microsoft SQL and access to this data should be restricted as required.

CRM software should continue to be employed to provide membership and customer based capabilities. If either on premise or hosted, CRM and access to this data should be restricted as required.

A cyber awareness training platform should be implemented to help build employee's cybersecurity skills. An automated platform should train employees at a comfortable pace appropriate to their risk profile. Options such as an online test and simulations should be included.

4.2 Current State

Quairading Administration Office.

An enterprise resource planning (ERP) suite that encompasses all business areas named SynergySoft from the company ITVision has been implemented to provide easy storage, sorting and version control for relevant corporate data. They are also used to provide accounting and financial management capabilities. The current modules include Core Financials, Customer Service, Excel Integration, Payroll, Purchase Ordering, Purchase Requisitions/Extended Security, Rates and Property including Model & Pools, Receipting, Report Manager and Stores. SynergySoft utilises an IBM U2 Universal database for the back-end database and a customized published application for the front-end interface.

The Record Keeping Plan is awaiting final signoff. Records or document management is an integral part of any ERP. Currently soft copies of records are stored on F:Drive and hard copies of records are kept in a compactus and then archived onsite.

The SynergySoft licenses have been listed in Appendix D.

Quairading Medical Clinic.

The Medical Director application delivers access to telehealth, patient history, pathology and prescriptions. The CAT4 – Pen CS clinical audit tool is also used as it works alongside the Medical Director practice management software.

Records or document management is an integral part of any practice management software. Currently documents are scanned into a patient folder in the MedicalDirector application which resides on the server.

4.3 Future State Recommendations

Quairading Administration Office.

The current state meets most requirements although the development of a four-year road map is required to outline the logical transition from SynergySoft to Altus. As part of this journey which would be module by module, it would be appropriate to go to market for possible “best of breed” alternatives.

Although in the cloud, the Microsoft technology stack is a platform worth investigating. Current relevant products include Microsoft Office 365, SQL Server and Dynamics 365. As other councils have implemented or are currently investigating the Microsoft technology stack, it would be prudent to ask a select number of other councils how their experiences have been with their journey. This conversation should include SharePoint as a document management solution.

To improve functionality and appearance on mobile devices (mobility), works should proceed with the current provider on the corporate website. Online payment options is one example.

A cyber awareness training platform should be implemented which hooks into HR. A solution that can start at any time for a new employee and that never stops is ideal. The idea is to reinforce knowledge without overwhelming the employee.

To improve workflow and productivity a project management tool like Trello should be investigated.

Quairading Medical Clinic.

The current state meets most requirements although the continual upgrade of software through a maintenance program is of importance. To confirm optimum performance and security requirements, a support call should be raised for the MedicalDirector software and the CAT4 – Pen CS software.

Migration to BestPractice with is a very popular Medical Based Software solution is strongly recommended by the Medical Clinic to ensure maximum efficiency.

4.4 Budget Estimate

Quairading Administration Office.

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
SynergySoft Suite	\$34,386	\$35,589	\$36,835
Altus Suite	\$58,283	\$40,927	\$41,231
Website Improvements	\$33,132	\$10,977	\$7,200
Adobe Creative Cloud	\$5,800	\$6,000	\$6,500
Cyber Awareness Training		\$3,000	\$3,500

*Pricing excludes GST and is a budget estimate only.

Quairading Medical Clinic.

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
MedicalDirector	\$1,800	\$1,800	
BestPractice		\$1,800	\$1,800
Cyber Awareness Training			\$500

*Pricing excludes GST and is a budget estimate only.

5 IT Support Arrangements

5.1 Industry Best Practice

Outsourced IT services should include the following;

- 5.1.1 Scheduled onsite support visits;
- 5.1.2 The ability to log support requests which are monitored and attended to;
- 5.1.3 Access to 24x7x365 support with tight service level agreements;
- 5.1.4 Proactive monitoring of the ICT network during business hours.

IT service providers should be vendor-certified relevant to any managed technology and have enough personnel to be able to adjust support hours in line with seasonal shifts in IT requirements.

Organisations that employ the service of third party IT support providers should regularly review the support schedule to ensure it fits the business requirements.

5.2 Current State

The Shire of Quairading has contracted PCS to provide adhoc IT services. Support arrangements include;

- 5.2.1 Adhoc Level 2 and Level 3 support via email or phone call
- 5.2.2 After hours support by calling a mobile number

As PCS do not have a helpdesk or ticketing system, the Shire of Quairading cannot be granted access to a helpdesk portal to review Helpdesk calls. No scheduled onsite support is offered.

The enterprise resource planning application (SynergySoft/Altus) is supported by PCS and IT Vision.

5.3 Future State Recommendations

The current IT services support arrangements fall well short of current and future needs. A proactive approach is required as more reliance is placed on the IT systems. Some examples of requirements would include real time monitoring of infrastructure to record uptime and availability along with a management style report that highlights ongoing expenditure and IT support service statistics.

The Office of the Auditor General (OAG) are conducting their General Computer Controls (GCC) audit across WA. The Shire of Quairading should act now to align themselves with a suitably certified and qualified IT service provider.

The inherent cyber risks are increasing at a rapid rate therefore strategy and direction are imperative to plan and implement risk mitigations. All changes recommended in this category are essential and should be undertaken now.

With the appropriate technology changes, the Quairading Administration Office and the Quairading Medical Clinic could share IT support arrangements.

5.4 Budget Estimate

Quairading Administration Office.

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
IT Support	\$34,647	\$34,647	\$34,647

Quairading Medical Clinic.

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
IT Support	\$10,464	\$10,464	\$10,464

6 IT Disaster Recovery Plan

6.1 Industry Best Practice

An IT Disaster Recovery Plan must set out the mitigation, preparation, warning, response and business continuity arrangements for all core IT systems.

The IT Disaster Recovery Plan must also:

- 6.1.1 Provide the information and procedures necessary to

- 6.1.1.1 Respond to an occurrence
- 6.1.1.2 Notify personnel
- 6.1.1.3 Assemble recovery teams
- 6.1.1.4 Recover data
- 6.1.1.5 Resume processing at the current or alternate site as soon as possible after a disaster has been declared
- 6.1.2 Create a disaster recovery structure strong enough to provide guidance to all interrelated groups, yet flexible enough to allow staff and teams to respond to whatever type of disaster may occur.
- 6.1.3 Identify those activities necessary to resume full services at the reconstructed disaster site or new permanent facility.
- 6.1.4 Establish a return to a “business as usual” environment.

Continual review of the IT Disaster Recovery Plan should occur annually – or with significant business change – with the aim to improve existing resilience against damage to the business in the event of an actual disaster or outage.

6.2 Current State

The Shire of Quairading do currently have an IT Disaster Recovery Plan but this was last updated in 2020. This needs to be updated for the implementation of new server, hardware, networking that is applicable for the Shire.

Currently there is no IT Disaster Recovery Plan for the Quairading Medical Clinic.

6.3 Future State Recommendations

The IT Disaster Recovery Plan is somewhat dependent on ICT Strategic Plan to ensure it meets its requirements. The IT Disaster Recovery Plan will be created and formed with 4 months of the approval of the ICT Strategic Plan

6.4 Budget Estimate

Quairading Administration Office and Quairading Medical Clinic

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
IT DR Plan Creation (QAO)	\$2,970		
IT DR Plan Creation (QMC)		\$4,950	

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
IT DR Plan Refresh (QAO)		\$2,495	\$2,495
IT DR Plan Refresh (QMC)			\$1,950

7 Internet Gateway

7.1 Industry Best Practice

A business grade internet gateway must be capable of providing advanced security services in addition to standard routing and port forwarding functionality.

Examples of advanced security services include:

- 7.1.1 Gateway Antivirus
- 7.1.2 Gateway Antispyware
- 7.1.3 Intrusion Prevention
- 7.1.4 Application Intelligence and Control
- 7.1.5 Web/Content Filtering
- 7.1.6 DPI SSL Scanning

These services deliver intelligent, real-time network security protection against the latest blended threats, including viruses, spyware, worms, Trojans, software vulnerabilities and other malicious code.

Application Intelligence and Control provides granular control and real-time visualization of applications to guarantee bandwidth prioritization and ensure maximum network security and productivity.

7.2 Previous State

Quairading Administration Office

A Huawei B315s router terminates a Telstra 4G Internet link. A Ubiquiti Edge Lite-3 router with TPLink TD-W9970 router also terminates an ADSL Internet link. None of these devices are business grade and do not offer advanced security features.

Quairading Community Resource Centre

As an Ubiquiti outdoor point-to-point wireless link exists back to the Admin Office, no Internet Gateway is used.

Quairading Depot

As an Ubiquiti outdoor point-to-point wireless link exists back to the CRC, no Internet Gateway is used.

Quairading Medical Clinic

A TPLink TD-W9970 router terminates an ADSL Internet link. This device is not business grade and does not offer advanced security features.

7.3 Future State Recommendations**Quairading Administration Office**

New firewall hardware must be implemented. A move to monthly subscriptions known as “Security as a Service” is now commonplace amongst many security vendors. This removes the capital expenditure and removes the risk related to firewall hardware being unable to cope with higher speed Internet connections. As Internet services increase their speeds, regular review of the firewall performance is required to ensure the hardware device is not limiting the speed of the new Internet connections.

Quairading Community Resource Centre

This current solution is suitable but only if it is under some form of management contract. In the event that hardware fails due to age or weather a service level agreement must exist to guarantee suitable restoration times. As all traffic traverses this network back through the Administration Office, it is imperative that the Administration Office utilises appropriate firewall hardware.

Quairading Depot

This current solution is suitable but only if it is under some form of management contract. In the event that hardware fails due to age or weather a service level agreement must exist to guarantee suitable restoration times. As all traffic traverses this network back through the Community Resource Centre and onto the Administration Office, it is imperative that the Administration Office utilises appropriate firewall hardware.

Quairading Medical Clinic

A network re-design project will confirm if the Ubiquiti wireless network can extend from the Community Resource Centre onto the Medical Clinic on Harris Street. If this is viable, this will connect the Medical Clinic just like the Depot. All traffic will pass back through the Administration Office.

If this is unachievable, the Medical Clinic will require new hardware firewall just like the Quairading Administration Office. A move to monthly subscriptions known as “Security as a Service” is now common place amongst many security vendors. This removes the capital expenditure and removes the risk related to firewall hardware being unable to cope with higher speed Internet connections. As Internet services increase their speeds, regular review of the firewall performance is required to ensure the hardware device is not limiting the speed of the new Internet connections.

NOTE: As of Q1 2023, these above changes have all been implemented.

7.4 Budget Estimate

Quairading Administration Office.

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
Admin Office	\$2,280	\$2,280	\$2,280

*Pricing excludes GST and is a budget estimate only.

Quairading Medical Clinic

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
Medical Clinic	\$1,740	\$1,740	\$1,740

*Pricing excludes GST and is a budget estimate only.

8 ISP Links

8.1 Industry Best Practice

Industry best practices dictate most organisation’s IT infrastructure should have a measure of redundancy to as many components as possible – including (and especially) connections to the Internet.

A business grade Internet connection suitable for the Shire of Quairading should have the following characteristics:

- 8.1.1 Provided by a Tier 1 or 2 ISP
- 8.1.2 Guaranteed bandwidth of at least 100Mbps (preferred 100Mbps or higher at main office)
- 8.1.3 100Mbps (preferred 250Mbps) for a full cloud/hosted platform
- 8.1.4 Guaranteed contention ratio

- 8.1.5 Synchronous uplink
- 8.1.6 Delivered over fibre optic
- 8.1.7 Corporate/Enterprise level SLA

A secondary Internet connection should also be provided by a different ISP than the primary connection. The secondary connection can be a slower/lower specification service as its main function is to act as a backup connection when the primary connection fails.

In addition to failover capability, a secondary Internet connection can be utilised for load balancing. Low priority Internet services can be routed through the secondary connection to free up bandwidth from the primary connection.

8.2 Previous State

Quairading Administration Office

The recent installation of the Telstra NextG Internet service at the Admin Office has helped with video conferencing and general web browsing as the existing ADSL link was underperforming. Unfortunately, other users share the service so there is no guarantee of bandwidth or performance. This second link is a temporary fix to offer a better user experience.

The following ISP links are currently active:

Site	Connection Type	Speed	Monthly Cost
Admin Office	Telstra ADSL	5Mbps/0.5Mbps	
Admin Office	Telstra NextG	20Mbps/20Mbps	

Quairading Medical Clinic.

The following ISP links are currently active:

Site	Connection Type	Speed	Monthly Cost
Medical Clinic	Telstra ADSL	5Mbps/0.5Mbps	

8.3 Current State Recommendations

Quairading Administration Office

A fibre optic Internet service is too expensive as the primary Internet link. In 2022, the Shire connected all buildings to CRISP, a regional wireless provider with a wireless enterprise link (60Mbps/60Mbps).

This change has dramatically increased the reliability and performance of the IT systems. This type of bandwidth will cater for automatic offsite backups for disaster recovery, secure remote access for staff and the introduction of some hybrid cloud options.

Quairading Medical Clinic

A network re-design project will confirm if the Ubiquiti wireless network can extend from the CRC onto the Medical Clinic on Harris Street. Unfortunately this option is not possible.

Similar links have been implemented for the Quairading Medical Clinic as the Quairading Administrative Office

8.4 Budget Estimate

Quairading Administration Office.

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
Primary Link (Wireless)	\$2,028	\$2,028	\$2,028
Secondary Link (NextG)	\$900	\$900	\$900

*Pricing excludes GST and is a budget estimate only.

Quairading Medical Clinic.

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
Primary Link (Wireless)	\$1,080	\$1,080	\$1,080
Secondary Link (NextG)	\$900	\$900	\$900

*Pricing excludes GST and is a budget estimate only.

9 Uninterruptable Power Supply

9.1 Industry Best Practice

Uninterruptable Power Supplies (commonly referred to as UPS) deliver online power quality and scalable battery runtimes for key IT infrastructure. In addition to providing clean power to IT equipment, a UPS is primarily utilised to keep expensive IT hardware powered on during a power outage.

High-grade UPS equipment should be installed to keep IT hardware in the main server rack(s) online for at least 1 hour during a power outage. If a power outage extends longer than the battery life of the UPS equipment, the UPS hardware should be set to gracefully shutdown all virtual servers prior to host hardware and other equipment losing power.

High-grade UPS equipment should also be equipped with modules to provide additional features such as environmental monitoring, network management and email notifications. High-grade UPS solutions address internal faults/outages by using a standby module. Alternatively, two units can be used to offer hardware redundancy.

Lower-grade UPS equipment should be installed in any location with network equipment such as switches, firewalls or modems and provide an uptime of at least 30 minutes in the event of a power outage.

Any UPS equipment powering core IT infrastructure should be tested annually to ensure indicated up-times are accurate.

9.2 Current State

Quairading Administration Office

An Eaton 9PX 2000 RT UPS with no Extended Battery Module (EBM) is installed in the Administration Building computer room. This UPS is rated at 2000VA and power rails ensures all IT hardware in the server cabinets are powered via the UPS. This UPS will provide approximately 30 minutes uptime for the IT infrastructure in the event of a power outage.

This UPS does have the ability to communicate on the network but automatic shutdown procedures and parameters are not configured in cases of prolonged power outages. No shutdown can be automatically performed based on extreme temperature and/or humidity and no email notifications are configured.

Quairading Medical Clinic

A PowerShield Centurion 1000 UPS is installed in the Medical Clinic under the reception desk. This UPS is rated at 1000VA and only powers the QMP-FILE server. This UPS will provide approximately 15 minutes uptime for the QMP-FILE server in the event of a power outage.

This UPS does have the ability to communicate on the network but automatic shutdown procedures and parameters are not configured in cases of prolonged power outages. No shutdown can be automatically performed based on extreme temperature and/or humidity and no email notifications are configured.

9.3 Future State Recommendations

Quairading Administration Office

The UPS equipment partly meets the Shire of Quairading’s current requirements. An uptime test should be completed by the end of 2020 to ensure uptimes indicated are accurate. A failed test will confirm if new batteries are required.

As there is already an SNMP card (network management) installed, an EMP card (temperature probe) should be installed. This will deliver more control and allow the UPS to shut itself off and on based on set temperature and humidity readings.

Quairading Medical Clinic

The UPS equipment partly meets the Medical Clinic’s current requirements. It provides basic power filtering but not advanced shutdown features and will need to be replaced to ensure that IT can appropriately manage the network.

As the Medical Clinic does not use the Shire of Quairading’s IT infrastructure then the UPS will need a SNMP card (network management) installed and EMP. This will deliver more control and allow the UPS to shut itself off and on based on set temperature and humidity readings.

9.4 Budget Estimate

Unfortunately, an existing UPS warranty cannot be extended so servicing the UPS is the cheapest alternative to replacing the UPS.

Quairading Administration Office

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
EMP Card		\$395	
Batteries			\$1,250

*Pricing excludes GST and is a budget estimate only.

Quairading Medical Clinic

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
SNMP Card			\$795
EMP Card			\$395
Eaton 9PX UPS			\$2,950

10 Computer Room**10.1 Industry Best Practice**

The room(s) containing core IT infrastructure should have the following properties:

- 10.1.1 Independent and redundant air-conditioning
- 10.1.2 Backup ventilation fan
- 10.1.3 Dedicated 15A+ (or higher) power circuit for each UPS
- 10.1.4 Sufficient storage for IT hardware, spare cabling and software
- 10.1.5 Non-carpet flooring to minimise dust
- 10.1.6 Lockable door

In addition to the above, a desk and chair should be provided for any IT support staff that attend site if possible.

10.2 Current State

Quairading Administration Office

A 28RU cabinet is located in a shared multi use storage/archive room. The room door is locked. There is a split system air conditioning installed in this room, however, this is only in use during business hours.

Data cabling is well set out and labelled correctly with ample cable management. Most communications equipment is rack mounted although the UPS which is designed to be rack mounted, is installed on its side with the rail kit still in the box. Unfortunately, the HPE server is not rack mounted.

Quairading Community Resource Centre

As the Community Resource Centre is a multi-tenanted building, the Shire of Quairading equipment is located in a wall-mounted cabinet in the storeroom. This wall-mounted cabinet contains equipment for all tenants making it less secure.

Data cabling is messy as no cable management is used.

Quairading Depot

Quairading Depot was upgrading with a new rack at the end of 2022. Data cabling is well managed and fully documented.

Quairading Medical Clinic

A small network rack has been installed to help manage some of the IT Equipment like Management PC, Switch, AP, Sophos Firewall/UTM however large IT equipment including the UPS & server are located underneath the reception desk. This location is not secure.

10.3 Future State Recommendations

Quairading Administration Office

The shared multi use storage/archive room means the door to this room cannot change and must stay locked at all times with the key documented and stored safely.

The door to the right hand side of the cabinet must be re-installed and the key to the cabinet documented and stored safely.

The replacement server is rack mounted and cabling has been improved in 2022.

Quairading Community Resource Centre

As the Community Resource Centre is a multi-tenanted building, it is very difficult to segregate the equipment for all tenants.

As the data cabling is messy and no cable management is used, shorter CAT6a cables should be used to help make the install cleaner and easier to fault find.

Documentation needs to be updated with Visio Maps created for better remote support options.

Quairading Depot

No further changes are required for this.

Quairading Medical Clinic

While most of the networking equipment has been centralised in the small network cabinet there is not enough room for servers and UPS to be relocated.

Without significant cost and recabling there is no practical solution for installing a larger cabinet that could house the server.

10.4 Budget Estimate

Quairading Administration Office

This has been implemented with the new server.

Quairading Community Resource Centre

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
Supply CAT6a Cables		\$500	
Project Labour		\$2,500	

Quairading Depot

This has been completed in Dec22/Jan23

Quairading Medical Clinic

This has been completed in Nov-Dec 2022

11 Local Area Network

11.1 Industry Best Practice

Core network switching should provide the following:

- 11.1.1 Layer 3 routing functionality
- 11.1.2 Management interface
- 11.1.3 Power over Ethernet
- 11.1.4 At least 1000Mbps (1 gigabit) connectivity to all computers
- 11.1.5 At least 10000Mbps (10 gigabit) connectivity to all servers

Additionally, core network switching should always be configured in a redundant stack.

Local area networks should utilise VLAN encapsulation for logical segregation of network traffic.

Internal Wi-Fi access points can be configured on different frequency ranges. Each range is divided into channels. Fine tuning can increase performance gains. Wireless network access can be configured using SSIDs, VLANs and user authentication to increase security.

Public/visitor Wi-Fi networks should also be securely segregated from corporate networks via VLAN encapsulation.

11.2 Previous State

Quairading Administration Office

There is a HPE ProCurve 2530-24G PoE switch rack mounted inside the 28RU cabinet located in the shared multi use storage / archive room. This switch is almost at capacity.

There is also a Netgear FS116 switch just hanging inside the 28RU cabinet located in the shared multi use storage / archive room. 8 of the 16 ports are free. This switch does not support PoE, remote management or gigabit.

Internal Wi-Fi is delivered through a TP-Link TD-W9970 router with two authentication methods offered. This Wi-Fi network is the corporate network and not segregated for visitors.

Quairading Community Resource Centre

There is a HPE ProCurve 2530-24G PoE switch rack mounted inside the wall-mounted cabinet in the Community Resource Centre storeroom. 4 of the 24 ports are free.

Internal Wi-Fi is delivered through the Community Resource Centre and the Shire uses this network to print to the multi-function printers. No VLAN exists on the HPE ProCurve 2530-24G PoE switch.

Quairading Depot

There is a TP-Link 1500G-10MPS switch located in the office of the Manager, Works & Services. 4 of the 8 ports are free.

Internal Wi-Fi is delivered through a Ubiquiti AP AC-Pro. This Wi-Fi network is the corporate network and not segregated for visitors.

Quairading Medical Clinic

There is a Netgear GS116 switch located underneath the reception desk. 3 of the 16 ports are free.

Internal Wi-Fi is delivered through a TP-Link TD-W9970 router. This Wi-Fi network is the corporate network and not segregated for visitors.

11.3 Current State Recommendations

All Commercial Shire Buildings

To address current and future security requirements, standardised on networking equipment needs to be purchased.

All switching equipment should be from the same vendor to make it easy for the IT service provider to manage remotely. A new network subnet design (IP Addressing) should be implemented that will lead to secure networks (VLANs) being created.

To meet security requirements, a project should involve implementing 802.1X port-based Network Access Control (PNAC) for all switches. This will greatly improve network security and meet OAG GCC requirements.

Internal Wi-Fi equipment should be from the same vendor to make it easy for the IT service provider to manage remotely.

Switching and WiFi has been upgraded to Layer 3 Network Switches from Ubiquiti and also deployed are Ubiquiti Wireless Access Points.

To meet security requirements, a project will involve implementing Extensible Authentication Protocol (EAP) for the internal Wi-Fi. This will greatly improve network security and meet OAG GCC requirements. This is the only section with is still outstanding for the Quairading Administration Office.

11.4 Budget Estimate

Quairading Administration Office

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
EAP Security Configurations		\$1,500	

*Pricing excludes GST and is a budget estimate only.

12 Desktops / Laptops

12.1 Industry Best Practice

Standard IT practices and return on investment analysis from Industry bodies such as Gartner Group dictate a three-year lifecycle for standard business desktops. These industry standards are reflected by the tier one companies such as HP, Lenovo and DELL who generally ship such machines with a standard three-year onsite warranty.

A replacement business desktop should be obtained from a tier one vendor such as Dell, HP or Lenovo who have a three-year hardware life cycle. This ensures a small number of Standard Operating Environment’s (SOE) can be maintained across the three-year desktop lifecycle.

A shift away from small form factor desktop machines to “mini desktop” frees up office desk space for all staff. These machines are also more energy efficient and have silent operation.

A true business laptop will ensure standard accessories including docking stations, and extended batteries are available.

12.2 Current State

Quairading Administration Office, Community Resource Centre & Depot

The Shire of Quairading currently utilise a mix of retail and business computers which include HP, Asus, Lenovo, Toshiba and white boxes (no name brand). The fleet numbers approximately 20 computers.

Windows 10 and Office 2016 has been deployed with Microsoft 365 Business Essentials.

Windows updates for computers and servers is managed by Wallis Computer Solutions

Third-party patching (Java, Adobe, Flash etc.) has been implemented by Wallis Computer Solutions.

Quairading Medical Clinic

The Medical Clinic currently utilise a mix of business computers, which include Dell and HP. The fleet numbers approximately 5 computers.

Windows 10 and Office 2016 has been deployed with Microsoft 365 Business Essentials.

Windows updates for computers and servers is managed by Wallis Computer Solutions.

Third-party patching (Java, Adobe, Flash etc.) has been implemented by Wallis Computer Solutions.

12.3 Future State Recommendations**Quairading Administration Office, Community Resource Centre & Depot**

The Shire will be standardising the purchasing of computers. In an ideal world one manufacturer is chosen which can reduce the overheads involved with managing a fleet of computers from a driver/support point of view. Bulk purchasing of computers can lead to discounted pricing. The purchasing of computers can be staggered across multiple years so that the fleet is refreshed regularly without requiring a big capex investment. The Shire will compare the leasing model with outright purchasing during the next computer purchase.

Staff will be given a mini desktop if they never leave the office or require a fixed desktop setup.

Customer facing front office staff are an example of this. To increase mobility and productivity, key staff should be supplied a laptop with accessories such as a docking station and two LCD screens. The laptop is taken home to be securely used remotely and placed back into the docking station when in the office. Most importantly, every user should only have one computer.

The Shire will research implementing an SOE which would include Windows 11 Professional with Office 365. A migration to Office 365 has been completed in 2022. Office 365 will provide additional capabilities such as Microsoft Teams and SharePoint Online.

Please refer to Appendix A for a complete list of desktop/laptop hardware replacements and relevant information.

Quairading Medical Clinic

The Shire will investigate standardising the purchasing of computers. In an ideal world one manufacturer is chosen which can reduce the overheads involved with managing a fleet of computers from a driver/support point of view. The purchasing of computers can be staggered across multiple years so that the fleet is refreshed regularly without requiring a big capex investment.

A mini desktop should be supplied to key staff that never leave the office or require a fixed desktop setup. Customer facing front office staff and back office staff are an example of this. To increase mobility and productivity, the Doctor should be supplied a laptop with accessories such as a docking station and two LCD screens. The laptop is taken home to be securely used remotely and placed back into the docking station when in the office.

The Shire will investigate implementing an SOE which would include Windows 10 Professional with Office 365.

Budget Estimate

Description	Current Replacement Costs
Desktop Mini with Accessories and Screens	\$2,000
Business Laptop with Accessories and Screens	\$2,750
Business Tablet with Accessories and Screens	\$3,500

Quairading Administration Office, Community Resource Centre & Depot

See the following table for an indication of on-going costings. These costings are excluding related project labour:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
Desktop Mini	\$4,000	\$2,000	\$2,000
Business Laptop	\$5,500	\$8,250	\$8,250
Business Tablet	\$7,000	\$7,000	\$7,000
Office 365	\$15,018	\$15,985	\$16,865

*Pricing excludes GST and is a budget estimate only.

Quairading Medical Clinic

See the following table for an indication of on-going costings. These costings are excluding related project labour:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
Desktop Mini	\$2,000		
Business Laptop		\$2,750	
Office 365	\$1,350	\$3,250	\$3,495

*Pricing excludes GST and is a budget estimate only.

13 Servers

13.1 Industry Best Practice

Physical server hardware should be specified which supports a virtual server environment, to provide the best possible return on investment on server hardware via increased utilisation. If uptime is essential the N+1 architecture delivers a minimum of two physical servers using a software defined storage solution.

The greater IT Industry has observed a large shift to virtual server environments, which started nearly a decade ago in the enterprise market space. This trend has migrated rapidly down to the small to medium business in recent times as vendors target their pricing and products towards this more price sensitive end of the market.

Current offerings of server hardware provide significant excess performance capability which can be employed to support multiple simultaneous servers on the one server. This approach makes the best use of expensive server hardware, allows effective management of shared server storage and can be leveraged to reduce downtime.

Physical server hardware should employ as many redundancy options as possible, such as:

- 13.1.1 Redundant power supplies
- 13.1.2 Redundant cooling
- 13.1.3 Redundant 10GB network connectivity
- 13.1.4 Redundant hard drive configurations (RAID5 + hot spare disks)

Virtual servers should be built to a Windows Server 2019 standard as a minimum.

13.2 Previous State

Quairading Administration Office

At around the time of August 2017 the server infrastructure received a refresh. The warranty expired in October 2020, at which time the server infrastructure was three years old.

The Shire of Quairading has one HPE ML350 G9 physical rack-mountable server hosting a Microsoft Hyper-V virtual environment. The physical server has:

- 13.2.1 Dual Xeon E5-2620v4 processors
- 13.2.2 64GB RAM

13.2.3 4 x 600GB 10K SAS hard drives in a RAID10

13.2.4 Redundant power supplies

13.2.5 Remote port for monitoring

3 virtual servers are running within the Microsoft Hyper-V virtual environment:

Hostname	Description
QSC-FILE	Windows Server 2016 Standard Universe, Exchange 2016, File Server, DC, DNS, DHCP
QSC-DATABASE	Windows Service 2016 Standard SynergySoft, Universe (Terminal Services)
QSC-ALTUS	Windows Server 2016 Standard Altus Web Services

This server was replaced in Q3 2022 by Wallis Computer Solutions.

Quairading Medical Clinic

The Quairading Medical Clinic current has 1x HP ProLiant ML350 Gen9 which we believe was purchased around 2018-2019 but records are vague. SN: SGH751TV0N

13.2.6 Dual Xeon E5-2620v4 processor

13.2.7 32GB ECC DDR RAM

13.2.8 2 x 600GB SAS hard drives (RAID1)

13.2.9 Redundant power supplies

2 virtual server is running within the Microsoft Hyper-V virtual environment:

Hostname	Description
QMP-FILE	Windows Server 2016 Standard File Server, DC, DNS, DHCP
QMP-TS	Windows Server 2016 Standard Remote Desktop Services

13.3 Current State Recommendations

Quairading Administration Office

A Server Migration/Replacement with Dell PowerEdge R500 Server and Migration to O365 has occurred in 2022.

Quairading Medical Clinic

Quairading Medical Clinic previously shared Exchange email services with the Shire but this has been since migrated to their own Office365 Tenant.

Server replacement will be required in 2024-25 unless a suitable cloud solution can be found.

13.4 Budget Estimate

Quairading Administration Office

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
Server Replacements	\$45,000		
Exchange Online Migration	\$5,000		

*Pricing excludes GST and is a budget estimate only.

Quairading Medical Clinic

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
Server Replacements			\$25,000
Exchange Online Migration	\$2,000		

*Pricing excludes GST and is a budget estimate only.

14 Storage

14.1 Industry Best Practice

Two common forms of storage exist being SAN hardware or local disk server storage.

SAN hardware should always be capable of easy expansion for future data requirements, by allowing additional hard drives and hard drive shelves to be installed. This flexibility will ensure a major upgrade to server infrastructure will not be required in the standard server/SAN life cycle. The SAN is one of the most vital components of the IT infrastructure and therefore should employ as many redundancy options as possible, such as:

- 14.1.1 Redundant storage processors
- 14.1.2 Redundant power supplies
- 14.1.3 Redundant cooling
- 14.1.4 Redundant 10GB network connectivity
- 14.1.5 Redundant hard drive configurations (RAID5 + hot spare disks)

Local disk server storage should always be capable of easy expansion for future data requirements, by allowing additional hard drives to be installed. Local disk server storage should employ redundancy options such as:

14.1.6 Redundant hard drive configurations (RAID5 + hot spare disks)

14.1.7 Software defined storage solution (two or more physical servers)

14.2 Current State

Quairading Administration Office

The Shire of Quairading Dell R550 meets all requirements although it is server vs specific SAN.

Quairading Medical Clinic

The Shire of Quairading HPE ML350 G9 physical server allows for easy expansion for future data requirements, by allowing the installation of additional hard drives. Physical storage can then be dynamically allocated amongst the various virtual servers to maximise the use of the storage. This flexibility will ensure a major upgrade to server infrastructure is not required in the current server life cycle.

14.3 Future State Recommendations

Quairading Administration Office

The Shire of Quairading Dell R550 meets all requirements with warranty due for expiry in 2029.

Quairading Medical Clinic

The HPE ML350 G9 physical server warranty has expired however is still adequate for the task. Due to the significant cost replacement is planned for 2024-25. It is not ideal

14.4 Budget Estimate

Quairading Administration Office

The Shire of Quairading Dell R550 meets all requirements and no additional costs for the foreseeable future.

Quairading Medical Clinic

Costs for storage for Quairading Medical Clinic are covered under server replacement in 13.4

15 IP Telephony

15.1 Industry Best Practice

IP Telephony is the technology that makes it possible to have telephone conversations over the Internet or a dedicated IP network (instead of dedicated voice transmission lines).

A dedicated IP network should be utilised in order to guarantee quality, as voice calls over the Internet take a “best effort” approach, which can result in poor or degraded quality.

Consideration should be given for a VOIP PABX, which allows for control and configuration of the telephony system by internal staff or contracted support staff.

Client computers should be connected to the local area network via the associated VOIP phone handset, therefore all VOIP phone handsets should allow gigabit connectivity to the network. This approach reduces switching and cabling costs.

15.2 Previous State

Quairading Administration Office

The Shire of Quairading currently utilise two Telstra ISDN2 digital services together with a Mitel 3300 CX II controller. The Mitel is a physical system located in the server cabinet and is not currently under a service contract. The current Mitel has approximately 10 handsets distributed across the Admin Office, Depot and CRC. Currently all calls are routing through the two Telstra ISDN2 services located in the Admin Office. No Internet based SIP provider is used for Internet based phone calls.

Quairading Medical Clinic

The Medical Clinic currently utilises services via the NEC SL1100 PBX. An answering machine and fax machine are present. No Internet based SIP provider is used for Internet based phone calls. 5 phones are active and are able to transfer calls between them.

15.3 Current State Recommendations

Quairading Administration Office & Medical Clinic

A 3CX VoIP Phone System has been deployed for both Administration Office and Medical Clinic. Services have been migrated to the new carrier with the ability for remote access, call routing between locations, voicemail and remote provisioning of devices.

This is all setup, configured, managed by Wallis Computer Solutions.

This is a fixed price 60 month agreement including handsets, calls and support.

15.4 Budget Estimates

Quairading Administration Office & Medical Clinic

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
3CX Phone System	\$8,712	\$12,210	\$12,210

NOTE: 2022-23 was a part year. All prices are fixed.

16 Printing

16.1 Industry Best Practice

Printing is one of the most critical functions of an IT system and consequently can be one of the most frustrating when not setup correctly. One or two large duty cycle multifunction copiers should be deployed on each floor or central location within the main office. Printer drivers should be deployed utilising universal drivers where possible, via Microsoft group policy.

Where required, additional printers can be deployed, however these should always be laser printers, sourced from a Tier 1 vendor and capable of connecting to the local area network.

The printing technology should also be capable of providing a “secure print” feature, which prevents documents from being physically printed, until a staff member logs into the printer and “releases” the print job. This allows for secure and confidential printing in a centralised printing environment.

16.2 Current State

Quairading Administration Office

Centralised printing has been implemented using a mixture of printers with the Canon iR-ADV 7765 being the central multi-function printer. Secure Print has not been implemented.

One smaller HP LaserJet printers are also in operation.

A Kyocera M4132idn has been deployed in 2023 to the Depot.

Quairading Medical Clinic

A HP M225dn has been setup at the Medical Clinic as the central printer.

Doctors have access to their own printers.

Future State Recommendations

Quairading Administration Office

The Canon C7765 has its final payment due in May 2024.

It is expected that it will be replaced in 2024-25 Financial Year, most likely on a lease for something with a similar cost.

The depot printer installed in 2023 should be fine for ~ 5 Years.

Quairading Medical Clinic

All printers at the Quairading Medical Clinic are dated and needing to be replaced. Doctors need to have dual-tray network printers for management, control and ease of support.

It is recommended that

16.3 Budget Estimates

Quairading Administration Office

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
MFP Purchase	\$3,729	\$3,729	\$3,729

*Pricing excludes GST and is a budget estimate only.

Quairading Medical Clinic

See the following table for an indication of on-going costings:

Description	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
MFP Purchase		\$950	\$950

*Pricing excludes GST and is a budget estimate only.

APPENDIX A: WORKSTATIONS / TABLETS / LAPTOPS

Agent Name	Agent Type	Agent Manufacturer	Agent Mainboard	Windows Version	Agent User	Agent Serial Number	Purchased
SOQ-LP4WX64	Laptop	LENOVO	81AX	Windows 10 Pro	SOQ\jen.green	R90QE1QS	17/18
SOQ-WS2WX64	WorkStation	HP	HP EliteDesk 800 G3 SFF	Windows 10 Pro	SOQ\jason.mashford	AUD7320BNG	17/18
SOQ-WS3WX64	WorkStation	HP	HP EliteDesk 800 G3 SFF	Windows 10 Pro	SOQ\debra.matthews	AUD8070FY9	17/18
SOQ-LP5WX64	Laptop	LENOVO	81YE	Windows 10 Pro	SOQ\wrf	PF26FWVM	18/19
SOQ-LP6WXI	Laptop	LENOVO	81YE	Windows 10 Pro	SOQ\sarah.caporn	PF271AF6	18/19
SOQ-LP9WX64	Laptop	LENOVO	81AX	Windows 10 Pro	SOQ\sarah.caporn	R90QZ9YN	18/19
SOQ-LP10WXI	Laptop	Acer	TravelMate P215-52	Windows 10 Pro	SOQ\jason.lilleyman	03800343	19/20
SOQ-LP11WX64	Laptop	LENOVO	82C5	Windows 10 Pro	SOQ\cynthia.yarran	PF2N03MJ	19/20
SOQ-LP12WX64	Laptop	LENOVO	82C5	Windows 10 Pro	SOQ\chambers	PF2MXDVL	19/20
SOQ-LP13WX64	Laptop	LENOVO	82C5	Windows 10 Pro	SOQ\tricia.brown	PF2MXDTZ	19/20
SOQ-LP14WX64	Laptop	LENOVO	82C5	Windows 10 Pro	SOQ\Chambers	PF2MZ2J3	19/20
SOQ-LP15WXI	Laptop	LENOVO	82C5	Windows 10 Pro	SOQ\jason.mashford	PF2MZFRN	19/20
SOQ-LP16WX64	Laptop	LENOVO	82C5	Windows 10 Pro	SOQ\wrf	PF2MZN0Y	19/20
SOQ-LP1WX64	Laptop	ASUS	X541UAK	Windows 10 Pro	AzureAD\Quairading-Managerof	H4NOCX15D55817D	19/20
SOQ-LP7WX64	Laptop	ASUS	ZenBook UX362FA_UX362FA	Windows 10 Pro	SOQ\Nicole.Gibbs	KCN0CV01200349B	19/20

Agent Name	Agent Type	Agent Manufacturer	Agent Mainboard	Windows Version	Agent User	Agent Serial Number	Purchased
SOQ-LP8WX64	Laptop	ASUS	ZenBook UX362FA_UX362FA	Windows 10 Pro	SOQ\cynthia.love	KCN0CV012020499	19/20
SOQ-LP17WX64	Laptop	ASUS	ZenBook UX363EA_UX363EA	Windows 10 Pro	SOQ\dean.mastin	LBN0CX13U131479	21/22
SOQ-LP18WXI	Laptop	LENOVO	82KB	Windows 11 Pro	SOQ\josh.thompson	PF39V8JX	21/22
SOQ-LP19WXI	Laptop	Acer	Extensa 215-54	Windows 11 Pro	SOQ\morganne.brunsdon	NXEGJSA0022110BE0C3400	21/22
SOQ-LP22WXI	Laptop	Dell	Inspiron 7506 2n1	Windows 11 Pro	CrHayes	5KMVMG3	21/22
SOQ-LP24WXI	Laptop	Dell	Inspiron 7506 2n1	Windows 11 Pro	SOQ-LP24WXI\crhippisle	9KMVMG3	21/22
SOQ-LP25WXI	Laptop	Dell	Inspiron 7506 2n1	Windows 11 Pro	SOQ\soqadmin	4KMVMG3	21/22
SOQ-LP26WXI	Laptop	Dell	Inspiron 7506 2n1	Windows 11 Pro	SOQ-LP26WXI\crstacey	3KMVMG3	21/22
SOQ-LP28WXI	Laptop	Dell	Inspiron 7506 2n1	Windows 11 Pro	SOQ-LP28WXI\crcowcill	4TXRMG3	21/22
SOQ-LP29WXI	Laptop	Dell	Inspiron 7506 2n1	Windows 11 Pro	CrCheang	6KMVMG3	21/22
SOQ-LP30WXI	Laptop	Dell	Inspiron 7506 2n1	Windows 11 Pro	SOQ-LP30WXI\crsmith	7KMVMG3	21/22
SOQ-LP31WXI	Laptop	Dell	Inspiron 7506 2n1	Windows 11 Pro	SOQ-LP31WXI\crhaythorntwaite	6LZRMG3	21/22
SOQ-LP27WX64	Laptop	Dynabook Inc.	TECRA A50-K	Windows 11 Pro	SOQ\natalie.ness	92136246H	22/23
SOQ-LP33WX	Laptop	Dynabook Inc.	TECRA A50-K	Windows 11 Pro	SOQ\chloe.nella	33079476H	22/23
SOQ-LP34WX	Laptop	Dynabook Inc.	TECRA A50-K	Windows 11 Pro	SOQ\marion.haeusler	33079738H	22/23
SOQ-WS32WX	WorkStation	EDsys Computers	EDAIOI5245	Windows 11 Pro	SOQ-WS32WX\Library	B349723	22/23

Agent Name	Agent Type	Agent Manufacturer	Agent Mainboard	Windows Version	Agent User	Agent Serial Number	Purchased
SOQ-LP4WX64	Laptop	LENOVO	81AX	Windows 10 Pro	SOQ\jen.green	R90QE1QS	17/18
MCQ-WS6WX64	WorkStation	Hewlett-Packard	HP ProDesk 600 G4 DM	Windows 10 Pro	quairadingmed\reception	8CC836154M	20/21
MCQ-WS5WX64	WorkStation	Hewlett-Packard	HP ProDesk 600 G3 DM	Windows 10 Pro	quairadingmed\gp	8CG8266YPD	20/21
MCQ-WS9WX64	WorkStation	EDsys Computers	EDWCI5W10P	Windows 10 Pro	quairadingmed\nurse	B346330	22/23
MCQ-WS7WX64	WorkStation	EDsys Computers	EDWCI5W10P	Windows 10 Pro	quairadingmed\pracmanager	B346328	22/23
MCQ-WS8WX64	WorkStation	EDsys Computers	EDWCI5W10P	Windows 10 Pro	quairadingmed\nurse	B346329	22/23

APPENDIX B: PRINTERS

Quairading Administration Office.

Printer Name	Make	Model	Serial No	Location	IP Address	Date Purchased
N/A	Canon	iR-ADV C7765	5C25653 I R	Administration Building	172.20.61.40	2017-18
N/A	Kyocera	Ecosys M4132idn	CN79M6507C	Depot	172.20.61.42	2022-23

Quairading Medical Clinic.

Printer Name	Make	Model	Serial No	Location	IP Address	Date Purchased
N/A	Canon	ImageCLASS MF4420n	HCX03633	Medical Practice	192.168.111.40	-
N/A	HP	M225dn	X9D2023092	Medical Practice	192.168.111.41	-
N/A	Epson	ET-M3180	KD22200394930	Medical Practice	USB	

APPENDIX C: MICROSOFT LICENSES

Quairading Administration Office.

Part No	Product Description	Qty Ordered	Coverage Period
	Office Standard 2016	8	N/A
	Server 2022 Standard 16 Core	2	N/A
	Server 2022 User CALs	32	N/A
	Server 2022 Remote Desktop Services – User CAL	29	N/A
	SQL Server 2019 Standard	1	NA
	SQL Server 2019 User CALs	29	NA
	WCS O365 Administrative Bundle	1	Annual
	Microsoft 365 Business Basics + EOA	7	Annual
	Microsoft 365 Business Premium	30	Annual
	Microsoft 365 Defender for Server	5	Annual

Quairading Medical Clinic

Part No	Product Description	Qty Ordered	Coverage Period
	WCS O365 Administrative Bundle	1	Annual
	Microsoft 365 Business Basics	4	Annual

APPENDIX D: ADDITIONAL LICENSES

Cost	2022/23	2023/24	2024/25	2025/26	2026/27
Annual licence fee (existing)	\$22,924	\$23,726*	\$24,557*	\$25,416*	\$26,306*
50% uplift	\$11,462	\$11,863*	\$12,278*	\$12,708*	\$13,153*
Altus Payroll licence fee	\$8,400	\$8,694*	\$8,998*	\$9,313*	\$9,639*
Altus Payroll implementation	\$49,883				
Module Implementation Costs (Smoothed)		\$32,233	\$32,233	\$32,233	\$32,233
Total investment	\$92,669	\$76,517	\$78,066	\$79,671	\$81,331

* Includes CPI estimate increase at 3.5% per annum

APPENDIX E: SUMMARY OF ESTIMATES

Quairading Administration Office/CRC/Depot.

Category	Description	Priority Number	Dependency Category	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
5.1	Backup & Disaster Recovery	1	5.1, 5.6, 5.7, 5.8	\$10,010	\$10,010	\$10,010
5.2	Domain	4		\$0	\$0	\$0
5.3	Anti-Virus	11		\$0	\$0	\$0
5.4	Corporate Applications	7		\$98,469	\$85,516	\$88,066
5.5	IT Support Arrangement	8		\$34,647	\$34,647	\$34,647
5.6	IT Disaster Recovery Plan	2	5.1	\$2,970	\$2,495	\$2,495
5.7	Internet Gateway	3	5.8	\$2,280	\$2,280	\$2,280
5.8	ISP Links	5	5.7	\$2,928	\$2,928	\$2,928
5.9	Uninterrupted Power Supply	13			\$395	\$1,250
5.10	Computer Room	16			\$3,000	
5.11	Local Area Network	12			\$1,500	
5.12	Desktop / Laptops	6		\$31,518	\$33,235	\$34,115
5.13	Servers	9	5.14	\$50,000		
5.14	Storage*	10	5.13			
5.15	IP Telephony	14		\$8,712	\$12,210	\$12,210
5.16	Printing	15		\$3,729	\$3,729	\$3,729
	COUNCIL CONNECT WEBSITE HOSTING					
	MINOR EQUIPMENT					
	TOTAL					

The Priority Number suggests the importance of the change. 1 represents a high priority i.e. now and 16 represents a low priority.

The Dependency Category shows a link between the categories. A link means other categories are required to complete the task.

* The costs associated with 5.14 Storage are incurred within the 5.13 Server item due to Server and Storage being the same hardware.

Quairading Medical Clinic.

Category	Description	Priority Number	Dependency Category	2022-2023 Costs	2023-2024 Costs	2024-2025 Costs
5.1	Backup & Disaster Recovery	3	5.1, 5.6, 5.7, 5.8	\$7,530	\$7,530	\$7,530
5.2	Domain	7		\$0	\$0	\$0
5.3	Anti-Virus	10		\$0	\$0	\$0
5.4	Corporate Applications	14		\$1,800	\$3,600	\$2,300
5.5	IT Support Arrangement	9		\$10,464	\$10,464	\$10,464
5.6	IT Disaster Recovery Plan	16	5.1		\$4,950	\$1,950
5.7	Internet Gateway	5	5.8	\$1,740	\$1,740	\$1,740
5.8	ISP Links	6	5.7	\$1,980	\$1,980	\$1,980
5.9	Uninterrupted Power Supply	12				\$4,140
5.10	Computer Room	4				
5.11	Local Area Network	11				
5.12	Desktop / Laptops	8		\$3,350	\$6,000	\$3,495
5.13	Servers	1	5.14	\$2,000		\$25,000
5.14	Storage*	2	5.13			
5.15	IP Telephony	13	COMBINED			
5.16	Printing	15			\$950	\$950
	TOTAL					

The Priority Number suggests the importance of the change. 1 represents a high priority i.e. now and 16 represents a low priority.

The Dependency Category shows a link between the categories. A link means other categories are required to complete the task.

* The costs associated with 5.14 Storage are incurred within the 5.13 Server item due to Server and Storage being the same hardware.

GLOSSARY OF TERMS

3DES

Triple DES is a mode of the DES encryption algorithm that encrypts data three times. Three 64-bit keys are used, instead of one, for an overall key length of 192 bits (the first encryption is encrypted with second key, and the resulting cipher text is again encrypted with a third key).

4G

4G is the fourth generation of wireless mobile telecommunications technology, succeeding 3G. Potential and current applications include amended mobile web access, IP telephony, gaming services, high-definition mobile TV, video conferencing, and 3D television

Active Directory

Active Directory (AD) is a directory service that Microsoft developed for Windows domain networks. It is included in most Windows Server operating systems as a set of processes and services. Initially, Active Directory was only in charge of centralized domain management. Starting with Windows Server 2008, however, Active Directory became an umbrella title for a broad range of directory-based identity-related services.

ADSL

(Asymmetric Digital Subscriber Line) is a technology for transmitting digital information at a high bandwidth on existing phone lines to homes and businesses. ADSL is an asynchronous service that delivers a faster download speed but slower upload speed.

AES

Advanced Encryption Standard (AES) is an encryption algorithm for securing sensitive but unclassified material by U.S. Government agencies and, as a likely consequence, may eventually become the de facto encryption standard for commercial transactions in the private sector.

BDSL

(Broadband or Business Digital Subscriber Line) is a technology for transmitting digital information at a high bandwidth on existing phone lines to homes and businesses. Unlike ADSL, BDSL is a synchronous service that delivers the same download and upload speeds.

CAL

A Client Access License (CAL) is a license granting access to certain Microsoft server software. CALs are used in conjunction with Microsoft Server software licenses to allow Users and Devices to access and utilise the services of that server software.

Cat5

ANSI/EIA (American National Standards Institute/Electronic Industries Association) Standard 568 is one of several standards that specify "categories" (the singular is commonly referred to as "CAT") of twisted pair cabling systems (wires, junctions, and connectors) in terms of the data rates that they can sustain. Cat5 supports data rates of 100 Mbps or 1000 Mbps (4 pair).

Cat6

ANSI/EIA (American National Standards Institute/Electronic Industries Association) Standard 568 is one of several standards that specify "categories" (the singular is commonly referred to as "CAT") of twisted pair cabling systems (wires, junctions, and connectors) in terms of the data rates that they can sustain. Cat6 supports data rates of 1000 Mbps (1Gbps) or 10000 Mbps (10Gbps).

Cloud Computing

A type of Internet-based computing that provides shared computer processing resources and data to computers and other devices on demand. It is a model for enabling ubiquitous, on-demand access to a shared pool of configurable computing resources which can be rapidly provisioned and released with minimal management effort.

CMS

A content management system (CMS) is a computer application that supports the creation and modification of digital content using a simple interface to abstract away low-level details unless required, usually supporting multiple users working in a collaborative environment.

CPU

A central processing unit (CPU) is the electronic circuitry within a computer that carries out the instructions of a computer program by performing the basic arithmetic, logical, control and input/output (I/O) operations specified by the instructions.

CRM

Customer relationship management (CRM) is a term that refers to practices, strategies and technologies that companies use to manage and analyze customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships with customers.

Deep Packet Inspection

Deep packet inspection (DPI) is a technology which allows a firewall device to classify passing traffic based on rules that not only include information about layer 3 and layer 4 contents of the packet, but also include information that describes the contents of the packet's payload – including the application data (for example, an FTP session, or a HTTP Web browser session, or even a middleware database connection).

DHCP

Dynamic Host Configuration Protocol (DHCP) is a communications protocol that lets network administrators manage centrally and automate the assignment of Internet Protocol (IP) addresses in an organisation's network.

DNS

The domain name system (DNS) is the way that Internet domain names are located and translated into Internet Protocol addresses.

Domain

A domain name is an identification string that defines a realm of administrative autonomy, authority, or control on the Internet. Domain names are formed by the rules and procedures of the Domain Name System (DNS). Domain names are used in various networking contexts and application-specific naming and addressing purposes.

Disaster Recovery

Disaster recovery (DR) involves a set of policies and procedures to enable the recovery or continuation of vital technology infrastructure and systems following a natural or human-induced disaster. Disaster recovery focuses on the IT or technology systems supporting critical business functions.

EDRMS

Electronic document and records management system (EDRMS) is a type of content management system and refers to the combined technologies of document management and records management systems as an integrated system.

EMC

EMC is a leading provider of IT storage hardware solutions to promote data backup and recovery and accelerate the journey to cloud computing.

ESXi

ESX Server is VMware's flagship enterprise server virtualization platform. It comes in two versions – ESX Server and ESXi Server where the latter has no service console and is the thinnest version available. ESX is an enterprise-level product developed by VMware Inc. that is used for server virtualization.

Ethernet

Ethernet is the most widely installed local area network LAN technology. An Ethernet LAN used to use coaxial cable but these days uses special grades of twisted pair wires.

Fibre

An optical fibre is a flexible, transparent fibre made by drawing glass (silica) or plastic to a diameter slightly thicker than that of a human hair. Optical fibres are used most often as a means to transmit light between the two ends of the fibre and find wide usage in fibre-optic communications, where they permit transmission over longer distances and at higher bandwidths (data rates) than wire cables.

Firewall

A firewall is a set of related programs, located at a network gateway that protects the resources of a private network from users from other networks. The term also implies the security policy that is used with the programs.

FSMO

FSMO is a specialized domain controller (DC) set of tasks, used where standard data transfer and update methods are inadequate. Active Directory (AD) normally relies on multiple peer DCs, each with a copy of the AD database, being synchronized by multi-master replication.

FTP

File Transfer Protocol (FTP) is a standard Internet protocol. It is arguably the simplest way to exchange files between computers on the Internet. It is also commonly used to download programs and other files to your computer from other servers.

GAS

Gateway anti-spyware (GAS) is a signature-based security solution that provides dynamic spyware protection at the perimeter of your network. The service blocks the installation of malicious spyware at the gateway and disrupts background communications from existing spyware programs that transmit confidential data.

GAV

Gateway anti-virus (GAV) is a signature-based security solution that provides protection at the perimeter of your network. They are your first line of defense, scanning inbound and outbound traffic to identify and block malicious threats before they can enter your network.

GIS

A geographic information system (**GIS**) is a computer system for capturing, storing, checking, and displaying data related to positions on Earth's surface. **GIS** can show many different kinds of data on one map. This enables people to more easily see, analyze, and understand patterns and relationships.

Group Policy

Group Policy is a feature of the Microsoft Windows NT family of operating systems that controls the working environment of user accounts and computer accounts. Group Policy provides the centralized management and configuration of operating systems, applications, and users' settings in an Active Directory environment.

GWIP

Government Wideband Internet Protocol (GWIP) is a uniquely flexible, high-speed data networking solution that offers a simple cost-effective means of interconnecting offices throughout Australia.

HDD

A hard disk drive (HDD), hard disk, hard drive or fixed disk is a data storage device used for storing and retrieving digital information using one or more rigid rapidly rotating disks (platters) coated with magnetic material.

Hybrid cloud

A composition of two or more clouds (private, community or public) that remain distinct entities but are bound together, offering the benefits of multiple deployment models. Hybrid cloud can also mean the ability to connect collocation, managed and/or dedicated services with cloud resources.

ICT

Information and communications technology (ICT) is an extended term for information technology (IT) which stresses the role of unified communication and the integration of telecommunications (telephone lines and wireless signals), computers as well as necessary enterprise software, middleware, storage, and audio-visual systems, which enable users to access, store, transmit, and manipulate information.

IP Address

An IP address is a 32-bit number that identifies each sender or receiver of information that is sent in packets across the network or Internet. The IP address has two parts: the identifier of a particular network on the Internet and an identifier of the particular device within that network. Due to the enormous growth of the Internet and the predicted depletion of available addresses, a new addressing system (IPv6), using 128 bits for the address, was developed in 1995.

IPS

Intrusion Prevention Service (IPS) is a pre-emptive approach to network security used to identify potential threats and respond to them swiftly. However, because an exploit may be carried out very quickly after the attacker gains access, intrusion prevention systems also have the ability to take immediate action, based on a set of rules established by the network administrator.

IPsec

A suite of protocols defining the security services developed by the Internet Engineering Task Force (IETF). IPsec is said to be especially useful for implementing virtual private networks and for remote user access through dial-up connection to private networks.

ISP

An ISP (Internet service provider) is a company that provides individuals and other companies' access to the Internet and other related services such as Web site building and virtual hosting. An ISP has the equipment and the telecommunication line access required to have a point-of-presence on the Internet for the geographic area served.

HA Pair

Some SonicWALL Firewall devices can be configured as a High-availability pair (HA Pair) which allows the primary and backup firewall devices to continuously synchronise so that the backup unit can seamlessly assume all network responsibilities should the primary unit fail.

HTTP

The Hypertext Transfer Protocol (HTTP) is the set of rules for exchanging files (text, graphic images, sound, video, and other multimedia files) on the World Wide Web. By default, HTTP operates on port 80.

LAN

A local area network (LAN) is a group of computers and associated devices that share a common communications line and typically share the resources of a single processor or server within a small geographic area (for example, within an office building).

Load Balancing

Load balancing allows the enabling of an interface as a secondary WAN port. The primary and secondary WAN ports are used in a more dynamic active/active setup, where the outbound traffic is divided to flow out between the primary WAN port and the secondary WAN port.

LRM

Limited Retirement Mode (LRM) is an announcement by Dell SonicWALL to indicate that it will no longer develop or release firmware updates or new features for these products. Software and firmware support for products in LRM is limited to critical bugs and security vulnerabilities.

LTO

Linear Tape-Open (LTO) is an open-format tape storage technology developed by Hewlett-Packard (HP), International Business Machines (IBM), and Certance. The term "open-format" means that users have access to multiple sources of storage media products that will be compatible. The high-capacity implementation of LTO technology is known as the LTO Ultrium format, or simply LTO Ultrium.

Malware

Malware (for "malicious software") is any program or file that is harmful to a computer user. Thus, malware includes computer viruses, worms, Trojans, and also spyware, programming that gathers information about a computer user without permission.

Mbps

Mbps stands for millions of bits per second or megabits per second and is a measure of bandwidth (the total information flow over a given time) on a telecommunications medium. Depending on the medium and the transmission method, bandwidth is also sometimes measured in the Kbps (thousands of bits or kilobits per second) range or the Gbps (billions of bits or gigabits per second) range.

MTO

The maximum tolerable outage is the amount of time the critical business functions may be without the support of IT systems and applications before business operations are severely impacted. The MTO encompasses all activities from point of impact to point of recovery.

NAS

Network-attached storage (NAS) is a file-level computer data storage server connected to a computer network providing data access to a heterogeneous group of clients. NAS is specialised for serving files either by its hardware, software, or configuration. It is often manufactured as a computer appliance – a purpose-built specialised computer.

NAT

Network Address Translation (NAT) is the translation of an Internet Protocol address IP Address used within one network to a different IP address known within another network. One network is designated the inside network and the other is the outside.

NBN

The National Broadband Network (NBN) is an Australian national wholesale-only, open-access data network. It is based on the premise that access to fixed line, wireless and satellite broadband connections are sold to retail service providers (RSPs), who then sell internet access and other services to consumers.

NSA

Dell SonicWALL Network Security Appliance (NSA) Series firewall's offer high-performance security against an array of attacks. The NSA Series combines Dell's patented Reassembly-Free Deep Packet Inspection (RFDPI) single-pass threat prevention engine with a powerful, scalable multi-core architecture.

NTFS

NT File System (sometimes New Technology File System) is the file system that the Windows NT operating system uses for storing and retrieving files on a hard disk. NTFS is the Windows NT equivalent of the Windows 95 file allocation table (FAT) and the OS/2 High Performance File System (HPFS).

On-premises

Software is installed and runs on computers on the premises (in the building) rather than at a remote facility such as a server farm or cloud. On-premises software is sometimes referred to as "shrinkwrap" software, and off-premises software is commonly called "software as a service".

PoE

Power over Ethernet (PoE) is the process of transmitting power to the target device at the end of an Ethernet cable by carrying power in the unused 4/5 and 7/8 wires. It enables access points and other remote devices to be installed where there is no power outlet.

Port

A port referred to in TCP/IP and UDP networks, is an endpoint to a logical connection. The port number identifies what type of port it is. For example, port 80 is used for HTTP traffic. Ports on a system can be left open for an incoming connection or closed to restrict unwanted access.

RAID

RAID (originally redundant array of inexpensive disks, now commonly array of independent disks) is a data storage virtualization technology that combines multiple physical disk drive components into a single logical unit for the purposes of data redundancy, performance improvement, or both.

RAM

Random-access memory (RAM) is a form of computer data storage. A random-access memory device allows data items to be read or written in almost the same amount of time irrespective of the physical location of data inside the memory

Ransomware

A computer malware that installs covertly on a victim's computer, executes a cryptovirology attack that adversely affects it, and demands a ransom payment to restore it. Simple ransomware may lock the system in a way which is not difficult for a knowledgeable person to reverse, and display a message requesting payment to unlock it.

RDP

Remote Desktop Protocol (RDP) is a proprietary protocol developed by Microsoft, which provides a user with a graphical interface to connect to another computer over a network connection.

Router

On the Internet, a router is a device or, in some cases, software in a computer, that determines the next network point to which a packet should be forwarded toward its destination. The router is connected to at least two networks and decides which way to send each information packet based on its current understanding of the state of the networks it is connected to.

RPO

The point in time to which systems and data must be recovered after an outage (e.g., end of the previous day's processing). RPOs are often used as the basis for the development of backup strategies.

RTO

The period of time within which systems, applications or functions must be recovered after a disaster declaration (e.g. one business day). RTOs are often used to determine whether or not to implement the recovery strategies/plan.

SAN

A storage area network (SAN) is a network which provides access to consolidated, block level data storage. SANs are primarily used to enhance storage devices so that the devices appear to the operating system as locally attached devices. A SAN typically has its own network of storage devices that are generally not accessible through the local area network (LAN) by other devices.

SAS

Serial Attached SCSI (SAS) is a point-to-point serial protocol that moves data to and from computer storage devices such as hard drives and tape drives. SAS replaces the older Parallel SCSI (Small Computer System Interface, usually pronounced "scuzzy") bus technology that first appeared in the mid-1980s.

SATA

Serial ATA (SATA, abbreviated from Serial AT Attachment) is a computer bus interface that connects host bus adapters to mass storage devices such as hard disk drives, optical drives, and solid-state drives. Serial ATA succeeded the older Parallel ATA (PATA) standard, offering several advantages over the older interface: reduced cable size and cost (seven conductors instead of 40 or 80), native hot swapping, faster data transfer through higher signalling rates, and more efficient transfer through an (optional) I/O queuing protocol.

SFF

A small form factor (SFF) is a computer form factor designed to minimize the volume of a desktop computer. In some cases, this term can be used to describe physical hard disks that are smaller than the standard 3.5" hard drives.

SIP

The Session Initiation Protocol (SIP) is a communications protocol for signaling and controlling multimedia communication sessions. The most common applications of SIP are in Internet telephony for voice and video calls, as well as instant messaging, over Internet Protocol (IP) networks.

SLA

A service-level agreement (SLA) is a part of a standardised service contract where a service is formally defined. Particular aspects of the service – scope, quality, responsibilities – are agreed between the service provider and the service user. A common feature of an SLA is a contracted delivery time (of the service or performance).

SMTP

Simple Mail Transfer Protocol is a protocol for sending e-mail messages between servers. Most e-mail systems that send mail over the Internet use SMTP to send messages from one server to another; the messages can then be retrieved with an e-mail client using either POP or IMAP. SMTP is usually implemented over Transmission Control Protocol port 25.

Snapshot

In [computer systems](#), a snapshot is the [state](#) of a system at a particular point in time. The term was coined as an analogy to that in [photography](#). It can refer to an [actual copy](#) of the state of a system or to a capability provided by certain systems.

SNMP

Simple Network Management Protocol (SNMP) is an "Internet-standard protocol for managing devices on IP networks. Devices that typically support SNMP include routers, switches and servers. It is used mostly in network management systems to monitor network-attached devices for conditions that warrant administrative attention.

SOE

Standard Operating Environment is a specification for a using a standard architecture and applications within an organisation. There is no industry-wide SOE standardisation, however organisations would usually deploy standard disks, operating systems, computer hardware (with the same configurations), and standard applications and software.

Spyware

Spyware is any technology that aids in gathering information about a person or organisation without their knowledge. On the Internet (where it is sometimes called a spybot or tracking software), spyware is

programming that is put in someone's computer to secretly gather information about the user and relay it to advertisers or other interested parties.

SQL

Structured Query Language (SQL) is a special-purpose programming language designed for managing data held in a relational database management system (RDBMS), or for stream processing in a relational data stream management system (RDSMS).

SSD

Like a memory stick, there are no moving parts to an Solid State Disk (SSD.) Rather, information is stored in microchips. Conversely, a hard disk drive uses a mechanical arm with a read/write head to move around and read information from the right location on a storage platter. This difference is what makes SSD so much faster.

SSO

Single sign-on (SSO) is a property of access control of multiple related, but independent software systems. With this property a user logs in with a single ID and password to gain access to a connected system or systems without using different usernames or passwords, or in some configurations seamlessly sign on at each system.

Stateful Inspection

Stateful packet inspection (SPI) is a firewall architecture that works at the network layer. Unlike static packet filtering, which examines a packet based on the information in its header, stateful inspection tracks each connection traversing all interfaces of the firewall and makes sure they are valid. A stateful inspection firewall also monitors the state of the connection and compiles the information in a state table.

Switch

In telecommunications, a switch is a network device that selects a path or circuit for sending a unit of data to its next destination. A switch may also include the function of the router, a device or program that can determine the route and specifically what adjacent network point the data should be sent to.

TIPT

Telstra Internet Protocol Telephony (TIPT) is a complete unified communications solution that's simple, flexible and scalable, and highly reliable. It allows you to converge voice, video and data on one network while providing a consistent user experience across devices and locations.

Trojan

A Trojan is a program in which malicious or harmful code is contained inside apparently harmless programming or data in such a way that it can get control and do its chosen form of damage, such as ruining the file allocation table on your hard disk.

UAT

In software development, user acceptance testing (UAT) - also called beta testing, application testing, and end user testing - is a phase of software development in which the software is tested in the "real world" by the intended audience.

UPS

An uninterruptable power supply (UPS) is a power supply that includes a battery to maintain power in the event of a power outage. Typically, a UPS keeps a computer running for several minutes after a power outage, gracefully shuts down the computer and powers it back on when the power is restored.

UTM

Unified threat management (UTM) is a solution in the network security industry, and since 2004 it has become established as a primary network gateway defense solution for organizations. In theory, UTM is the evolution of the traditional firewall into an all-inclusive security product able to perform multiple security functions within one single system: network firewalling, network intrusion prevention (IPS), gateway antivirus (AV), gateway anti-spam, VPN, content filtering, load balancing, data loss prevention, and on-appliance reporting.

VCM

VCM refers to a VMware vCentre Management server. A VMware vCenter Management server allows for the management of multiple ESX servers and virtual machines (VMs) from different ESX servers through a single console application.

Virtual Machine

A virtual machine (VM) is a software implementation of a machine (i.e. a computer) that executes programs like a physical machine. Virtual machines are separated into two major categories, based on their use and degree of correspondence to any real machine. Multiple OS environments can co-exist on the same computer, in strong isolation from each other.

VoIP

VoIP (voice over IP - that is, voice delivered using the Internet Protocol) is a term used in IP telephony for a set of facilities for managing the delivery of voice information using the Internet Protocol (IP). In general, this

means sending voice information in digital form in discrete packets rather than in the traditional circuit-committed protocols of the public switched telephone network (PSTN).

VPN

A VPN (virtual private network) is a way to use a public telecommunication infrastructure, such as the Internet, to provide remote offices or individual users with secure access to their organisation's network.

VSS

Volume Shadow Copy (VSS) is a technology included in Microsoft Windows that allows taking manual or automatic backup copies or snapshots of computer files or volumes, even when they are in use.

WAN

A wide area network (WAN) is a geographically dispersed telecommunications network. The term distinguishes a broader telecommunication structure from a local area network.

WAN Failover

WAN failover allows the enabling of an interface as a secondary or backup WAN port. The secondary WAN port can be used in a simple active/passive setup, where traffic is only routed through the secondary WAN port if the primary WAN port is down and/or unavailable.

Wi-Fi

A technology that allows electronic devices to connect to a wireless LAN (WLAN) network, mainly using the 2.4 gigahertz (12 cm) UHF and 5 gigahertz (6 cm) SHF ISM radio bands. A WLAN is usually password protected, but may be open, which allows any device within its range to access the resources of the WLAN network.



WSUS

Windows Server Update Services is a free add-on for managing patches and updates to the Microsoft Windows XP, Windows Server and Microsoft Office systems. Aimed mainly at small and medium-sized businesses WSUS is intermediate between the simpler Windows Update for individual computer users and the more robust Systems Management Server (SMS) for large enterprises.

ITEM 12 MATTERS FOR CONSIDERATION – GOVERNANCE & ADMINISTRATION

12.1 Council committees, advisory groups and delegate appointments

Responsible Officer Natalie Ness, Acting Chief Executive Officer**Reporting Officer** Marion Haeusler, Executive Officer**Attachments**

1. Attachment 1 - Terms of Reference Audit & Risk Committee [↓](#) 
2. Attachment 2 - Terms of Reference Bush Fire Advisory Committee
[↓](#) 

Voting Requirements Absolute Majority**Disclosure of Interest** Reporting Officer: Nil

Responsible Officer: Nil

RESOLUTION: OCM 100-23/24

Moved: Cr JC Hayes

Seconded: Cr JR Hippisley

That Council for the period October 2023 to October 2025:

1. Establish the Audit & Risk Committee and appoint the whole of Council to the Committee.
2. Establish the Bush Fire Advisory Committee (BFAC) and appoint the Shire President and one Elected Member. – Cr Stacey
3. Establish the Local Emergency Management Committee (LEMC) and appoint the Shire President and one Elected Member. – Cr Stacey

FOR: Crs PD Smith, TJ Stacey, BR Cowcill, JC Hayes, JN Haythornthwaite and JR Hippisley**AGAINST:** Nil**CARRIED BY ABSOLUTE MAJORITY 6/0**

OFFICER RECOMMENDATION 2

That Council for the period October 2023 to October 2025 appoint Council Delegates to the following Council Advisory Groups:

1. Aging in Place Working Group
Two Elected Members.
2. Medical Executive Advisory Committee (MEC)
 - a) The Shire President and the CEO;
 - b) One Elected Member;
 - c) One Proxy Elected Member.
3. Reconciliation Action Plan Advisory (RAP) Committee
 - a) The Shire President;
 - b) One Proxy Elected Member;
 - c) The CEO or Delegated Executive Officer.
4. Quairading District Sport & Recreational Council
Two Elected Members

RESOLUTION: OCM 101-23/24

Moved: Cr JC Hayes

Seconded: Cr JR Hippisley

That Council for the period October 2023 to October 2025 appoint Council Delegates to the following Council Advisory Groups:

1. Aging in Place Working Group
Two Elected Members. – Cr Hayes and Cr Cowcill
2. Medical Executive Advisory Committee (MEC)
 - a) The Shire President and the CEO;
 - b) One Elected Member; - Cr Hippisley
 - c) One Proxy Elected Member. – Cr Smith
3. Reconciliation Action Plan Advisory (RAP) Committee
 - a) The Shire President;
 - b) One Proxy Elected Member; - Cr Stacey
 - c) The CEO or Delegated Executive Officer.
4. and disband the Quairading District Sport & Recreation Council.

FOR: Crs PD Smith, TJ Stacey, BR Cowcill, JC Hayes, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED BY ABSOLUTE MAJORITY 6/0

Crs agreed to change the Officer Recommendation 2 to reflect the fact that the Quairading District Sport & Recreation Council no longer served its intended purpose.

IN BRIEF

This Report refers to Councillor representation on the various:

- Occasional advisory, reference and working groups established by Council.
- Council's practice/convention in determining Councillor representation on these groups is:
The tenure of a Councillor's appointment is 2 years, i.e. October 2023 to October 2025, and is guided by Section 5.11 of the *Act* (unless it is a Ministerial appointment);
- Councillor appointments to these Groups are made by simple majority resolution of Council
- For each Group, a brief explanation of the group's purpose/role is provided along with details of the meeting frequency to assist Council in determining its representation on the group.

MATTER FOR CONSIDERATION

For Council to appoint Elected Member representatives to Council Committees and to Council Advisory Groups

BACKGROUND

In accordance with the *Local Government Act 1995*, Council can establish committees to assist with its decision-making functions and responsibilities. Following the biennial local government elections, it is practice for Council to appoint members to Council committees.

Council is also requested to call the first meeting of its new committees to:

- enable a Presiding Member to be appointed
- establish meeting dates where necessary for the 2024 Calendar Year
- establish meeting days, times and frequency for 2024.

The *Local Government Act 1995* is silent on the formation of Advisory Groups by local government. As a local government, the Council has an obligation to operate within the parameters of the legislation that governs it.

Four Council Committees were established following 2021 Local Government elections. The Strategic Planning Committee was abolished on 27 July 2023.

The current Committee Structure is as follows:

Audit & Risk Committee, Bushfire Advisory Committee (BFAC), Local Emergency Management Committee (LEMC).

Audit & Risk Committee

This Committee is a statutory requirement under Section 7.1A of the *Local Government Act 1995*.

The role of this Committee is to oversee the internal and external Audit, Risk Management and Compliance functions of the Shire. The Terms of Reference for this Committee can be found as Attachment 1.

Membership: Members of the Committee are appointed by Council. The Committee is to consist of all Elected Members. The Elected Members are to vote and elect the Chairperson.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Seven	All of Council	Yes	Quarterly

Bush Fire Advisory Committee (BFAC)

Even though the Committee has the word “Advisory” in the title, this Committee is a statutory requirement under the *Bush Fires Act 1954*, Section 67.

Council’s Bush Fire Strategy is to make the Shire of Quairading a safe community by managing the risk of fire through the delivery and implementation of fire prevention, preparedness, response and recovery strategies. The Terms of Reference for this Committee can be found as Attachment 2.

Membership: It is advised that members elected are the Shire President and one other Councillor.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Two	Shire President Cr Peter Smith and Cr Jo Haythornthwaite	Not applicable	Two meetings annually

Local Emergency Management Committee (LEMC)

This Committee is a statutory requirement under Section 38(1) of the *Emergency Management Act 2005* with the function to oversee, plan and test the local management arrangements. The Committee is not Operational in nature or function.

The LEMC includes representatives from Agencies, organisations and community groups that are relevant to the identified risks and emergency management arrangements for the community.

Membership: It is advised that members elected are the Shire President and one other Councillor

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Two	Shire President Cr Peter Smith and Cr Trevor Stacey	Not applicable	Four meetings annually

The current Advisory Group structure is as follows:

Aging in Place Working Group, Medical Advisory Committee (MEC), Reconciliation Action Plan Advisory (RAP) Committee, Quairading District Sport & Recreation Council.

Ageing in Place Working Group

The Working Group established to consider:

- Concept, scale and phasing of Aging in Place Projects
- Designs, layouts and standards
- Program costs, budget implications, grant options, and the establishment of an Aged Accommodation Reserve
- Allocation of housing, rental versus freehold, rental rates and housing subsidies.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Two	Cr Becky Cowcill and Cr Jo Haythornthwaite	Not applicable	As required

Medical Executive Advisory Committee

The MEC is established to:

- Oversee and monitor the operation of the Medical Practice Agreement dated the 19th April 2023
- Meet with the Medical Service Provider (Principal GP) in accordance with the Medical Practice Agreement
- Provide feedback to Management regarding the future allocation of resources to the Practice
- Ensure that Community thoughts / feedback are effectively communicated with the Medical Service Provider
- Monitor medical/administrative matters in the Central Wheatbelt Region that may impact on the local Community and the Medical Practice and when necessary, report to Council on any matters.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Three	Shire President Cr Peter Smith and Cr Ej Cheang Cr Becky Cowcill (Proxy)	Not applicable	Four meetings annually

Quairading District Sport & Recreational Council

The Working Group was established to provide a forum for all Sporting Groups and other Organisations in the District to discuss Sporting and Recreational issues and provide feedback to Council on Strategic Recreation and GSG Precinct Planning. Working Group to include 2 Councillors and all Clubs/Organisations are invited to nominate or be represented by one delegate.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Two	Cr Becky Cowcill and Cr Jo Hayes	Not applicable	Two meetings annually

Reconciliation Action Plan Advisory Committee (RAP)

The Working Group provides a forum for the review of the existing Reconciliation Action Plan and progress Actions in “Innovate - Reconciliation Plan 2021-2023”. Advisory Committee to comprise of the Shire President and 1 Councillor (1 x Councillor Proxy), CEO or CEO’s Delegate, minimum of 4 Noongar (ATSI) Community Members and 1 non - ATSI Community Member. Invited Guests will include representatives from QDHS, CRC, Police and local Health Services. Meetings are conducted every 2 months at 10.00am at the CRC Meeting Room.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Two	Shire President Cr Peter Smith Cr Trevor Stacey (Proxy)	Not applicable	Every two months

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

ALIGNMENT WITH STRATEGIC PRIORITIES

- 1.4 Community:** Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community
- 5.4 Governance & Leadership:** Implement systems and processes that meet legislative and audit obligations

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Nil.

RISK ASSESSMENT

	Option 1
Financial	Low <i>No financial implications</i>
Health	Low <i>Nil</i>
Reputation	Low <i>Nil</i>
Operations	Low <i>Committees and Groups already established</i>
Natural Environment	Low <i>Nil</i>

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

Nil

COMMENTS AFFECTING COUNCIL DECISION

Cr Hayes questioned whether the Aging in Place Working Group needed Shire representation as they had not met in the last two years. Cr Smith responded that Minister Kerry had only recently ceded the land behind the Hospital to the Shire for the purpose of developing Aged Accommodation and read an email from the Minister acknowledging the Shire’s work on this project. Cr Smith added that now would be the time for the working group to re-establish.

Cr Hayes asked in regards to the Quairading District Sport & Recreation Council, whether perhaps representation was more necessary in the Sport & Rec Precinct Working Group, considering the council also hadn’t met in a while and also considering the planned development of the Sports Precinct.

Cr Stacey explained that historically the QDSRC had two meetings a year, one for the summer sports and one for the winter sports, and that those meetings were usually an opportunity for sporting clubs to make requests of Council. He conceded that the grants program has now possibly replaced that. Cr Haythornthwaite asked whether in Cr Stacey's opinion, the council still had a role. Cr Stacey replied that there were now probably other more timely ways for clubs to achieve outcomes rather than wait for the seasonal meetings, but to inform sporting clubs of alternate ways to approach Council, if the QDSRC were disbanded.

Cr Haythornthwaite asked Councillors whether there was any interest in keeping the QDSTC going; the consensus was No. Cr Haythornthwaite asked Acting CEO to let the sporting clubs in general know, how to approach council and to record a slight amendment to the officer recommendation to disband the Quairading District Sport & Recreation Council, instead of appointing delegates.

Cr Hippisley expressed an interest in being the delegate for the Medical Executive Advisory Committee as he was very interested in the customer facing aspect of the Medical Practice and in finding out what Council could do to help. Cr Stacey suggested Cr Smith as the proxy.



AUDIT & RISK COMMITTEE – TERMS OF REFERENCE

PURPOSE

To ensure that the audit of Council's financial and statutory functions have been undertaken in accordance with the provisions of the *Local Government Act 1995* and associated Regulations.

The Committee will also undertake a Risk Management function to ensure adequate statutory compliance and best practice mitigation is occurring.

OBJECTIVE

The objective of the committee is to assist Council in providing a transparent and independent process in its audit, risk and governance management to ensure accountability to the community in the governance and compliance framework and its financial and risk management responsibilities.

POLICY

The Audit & Risk Committee (the "committee") is a formally appointed committee of the Shire of Quairading, pursuant to a number of specific pieces of legislation. These include: -

The *Local Government Act 1995*, *The Local Government (Audit) Regulations 1996*, the *Local Government (Financial Management) Regulations 1996*. The *Local Government Act 1995*, Section 7 deals specifically with the audit and process.

The committee does not have executive powers or authority to implement actions in areas where management has the responsibility and does not have any delegated financial responsibility. The committee does not have any management functions and is therefore independent from management.

The committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its Terms of Reference in order to facilitate decision making by the committee and Council in relation to the discharge of its responsibilities.

1 Membership

- 1.1 Members of the committee are appointed by Council. The committee is to consist of all Elected Members. The Elected Members are to vote and elect the chairperson.
- 1.2 Only members of the committee are entitled to vote in committee meetings. Unless otherwise required by the Act not to vote, each member must vote on every matter that is before the committee for decision.
- 1.3 The Chief Executive Officer, senior management and other administration staff may attend any meeting as observers or be responsible for preparing papers for the committee.
- 1.4 The Council's external auditors may be invited to attend meetings of the committee.



AUDIT & RISK COMMITTEE – TERMS OF REFERENCE

- 1.5 Appointment of all members of the committee will be for a term of two (2) years at the commencement of each Council term after a Council election.
- 1.6 Committee members are paid meeting attendance fees in accordance with the requirements of the *Local Government Act 1995*.

2 Secretarial/Administrative Resources

- 2.1 The Chief Executive Officer is required to provide sufficient administrative resources to the Audit and Risk Committee to enable it to adequately carry out its functions.

3 Quorum

- 3.1 The quorum necessary for the transaction of business shall be five (5) members of the Audit and Risk Committee.

4 Frequency of Meetings

- 4.1 The committee may meet at least quarterly at a minimum or as determined by the committee.
- 4.2 A schedule of ordinary meetings is determined by Council for the year.
- 4.3 The Chief Executive Officer is delegated the authority to vary the meeting schedule after liaison with the committee chairperson.
- 4.4 The Chief Executive Officer is delegated not to call an ordinary meeting of the committee should the committee have no matters for consideration. Such delegation to only be exercised after liaison with the committee chairperson.

5 Notice of Meetings

- 5.1 Ordinary meetings of the committee are to be held at dates/times determined by Council.
- 5.2 A special meeting of the committee may be called with the approval of all the committee members.
- 5.3 The agenda of the committee meetings, subject to any items that are discussed in confidence under Sections 5.22 and 5.23 of the Act and subsequently retained as confidential under Section 5.23 of the Act, are also required to be made available to the public.
- 5.4 The notice of meeting and supporting papers is to be lodged in the document centre on the Quairading website no later than three clear days prior to the date of the meeting.

6 Minutes of Meetings

- 6.1 The Minutes of the committee meetings are to be in accordance with the provisions of the LG Act, LG Regulations, and departmental guidelines.
- 6.2 Minutes of the committee are to be lodged in the document centre on the Quairading website within five working days after a meeting.

7 Roles of the Audit & Risk Committee**7.1 Support Function**

The committee will also support the auditor as required and have functions to oversee:

- 7.1.1 The implementation of audit recommendations made by the auditor, which have been accepted by Council; and



- 7.1.2 Accepted recommendations arising from reviews of local government systems and procedures (“performance audits”).

7.2 Financial Reporting

The committee is required to monitor the integrity of the financial statements of the Council, including its annual report, reviewing significant financial reporting issues and judgments which they contain.

The committee is required to review and challenge where necessary: -

- 7.2.1 The consistency of, and any changes to, accounting policies both on a year-on-year basis;
- 7.2.2 The methods used to account for significant or unusual transactions where different approaches are possible.
- 7.2.3 Whether the Council has followed appropriate accounting standards and made appropriate estimates and judgments, taking into account the views of the external auditors.
- 7.2.4 The clarity of disclosure in the Council’s financial reports and the context in which statements are made; and
- 7.2.5 All material information presented with the financial statement such as the operating and financial review and any corporate governance statement (in so far as it relates to audit and risk management).

7.3 Internal Control & Risk Management Systems

The committee is required to:

- 7.3.1 Keep under review the effectiveness of the council’s internal controls and risk management systems.
- 7.3.2 Monitor and advise the CEO in the reviews of certain systems as prescribed from time to time by the audit and financial management regulations.
- 7.3.3 Review and recommend the approval, where appropriate, of statements to be included in the annual report concerning internal controls and risk management.
- 7.3.4 Receive and review reports from the Chief Executive Officer on the activities of the Risk Management Dashboard.

7.4 Other Investigations

The committee, when necessary, propose and review the exercise of Council’s powers under the Act, in relation to the conduct of audits that would not otherwise be addressed or included as part of an annual external audit.

7.5 Internal Audit

- 7.5.1 The committee is required to monitor and review the effectiveness of Council’s internal audit function in the context of the Council’s overall risk management system. The Audit and Risk Committee can consider and make recommendations on the program and the adequacy of resources accordance with the relevant professional and legislative requirements and standards.
- 7.5.2 The committee may receive executive summary reports on all internal audits and review and monitor managements responsiveness to the findings and recommendations of any such internal audit.



AUDIT & RISK COMMITTEE – TERMS OF REFERENCE

- 7.5.3 The committee may meet with management and any internal auditors at least twice per year to discuss any issue arising from any internal audits carried out.
- 7.5.4 The committee is required to monitor and review the selection process for the internal auditor (if appointed). Appointment of any internal auditor is the responsibility of management. Appointment of the external auditor is the responsibility of the Office of the Auditor General (OAG).

7.6 External Audit

- 7.6.1 The committee is required to oversee the relationship with the Office of the Auditor General, including, but not limited to: -
 - 7.6.1.1 Consult with the external auditor on any matters that the committee seek to raise as an audit focus.
 - 7.6.1.2 Assessing the external auditor's independence and objectivity taking into account relevant professional and regulatory requirements and the extent of Councils relationship with the auditor
 - 7.6.1.3 Satisfying itself that there are no relationships (such as family, employment, investment, financial or business) between the external auditor and the Council (other than in the ordinary course of business);
 - 7.6.1.4 Monitoring the external auditor's compliance with legislative review.
 - 7.6.1.5 Oversee the transition of the audit function to the Office of the Auditor General.
- 7.6.2 The committee may review and make recommendation to the annual audit planning summary and ensure that it is consistent with the scope of the engagement and relevant legislation and standards.
- 7.6.3 The committee is to review the findings of the external audit. This may include, but not be limited to, the following: -
 - 7.6.3.1 Discussion of any major issues which arose during the audit.
 - 7.6.3.2 Any accounting and audit judgments; and
 - 7.6.3.3 Levels of errors identified during the audit.
- 7.6.4 The committee is to review any representation letter(s) requested by the Office of the Auditor General.
- 7.6.5 The committee is to review the report to the Chief Executive Officer and management's response to the Office of the Auditor General's findings and recommendations.

7.7 CEO Performance Appraisal

The committee is also responsible for facilitating / arranging Chief Executive Officer's performance review process.

8 Reporting Responsibilities

- 8.1 The minutes of the committee are to be presented to the Council after every meeting to identify and present advice and committee recommendations.

9 Other Matters



AUDIT & RISK COMMITTEE – TERMS OF REFERENCE

The committee is to:

- 9.1 Be provided with appropriate and timely training, both in the form of an induction program for new members and on an on-going basis for all members.
- 9.2 Give due consideration to laws and regulations of the *Local Government Act 1995*.
- 9.3 Oversee any investigation of activities which are within its Terms of Reference.
- 9.4 At least once per year, review its own performance, membership and Terms of Reference to ensure it is operating at a maximum effectiveness and recommend changes it considers necessary to the Council for approval.

GUIDELINES

Local Government Act 1995;

Local Government (Audit) Regulations 1996;

Local Government (Financial Management) Regulations 1996.


STATUTORY ENVIRONMENT

Local Government Act 1995, Local Government (Audit) Regulations 1996

Local Government (Financial Management) Regulations 1996



AUDIT & RISK COMMITTEE – TERMS OF REFERENCE

Record of ToR Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	26/10/17	72-17/18	New Policy		
02	Graeme Fardon	30/11/17	98-17/18	Revised		
03	Graeme Fardon			Annual Review	Dec 18	
04	A&R Committee	20/12/18	117-18/19	Revised 12/12/2018		
05	A&R Committee	19/12/19	96-19/20	Annual Review	Dec 21	
06	A&R Committee	17/12/20	99-20/21	Minor amendments	Dec 22	
07	A&R Committee	30/3/23	181-22/23	Annual Review	March 24	

SHIRE OF QUAIRADING BUSH FIRE ADVISORY COMMITTEE – TERMS OF REFERENCE

PURPOSE

The Shire of Quairading Bush Fire Advisory Committee or QBFAC has been established pursuant to Section 67 of the Bush Fires Act 1954.

'67. Advisory committees

(1) A local government may at any time appoint such persons as it thinks fit as a bush fire advisory committee for the purpose of advising the local government regarding all matters relating to the preventing, controlling and extinguishing of bush fires, the planning of the layout of fire breaks in the district, prosecutions for breaches of this Act, the formation of bush fire brigades and the grouping thereof under group brigade officers, the ensuring of co-operation and co-ordination of bush fire brigades in their efforts and activities, and any other matter relating to bush fire control whether of the same kind as, or a different kind from, those specified in this subsection.'

OBJECTIVE

Our vision is to make the Shire of Quairading a safe community by managing the risk of fire through the delivery and implementation of fire prevention, preparedness, response and recovery strategies.

It is the objective of the BFAC to: -

- Recommend and regularly review Council's Policies relating to the delivery of fire prevention, preparedness, response and recovery.
- To establish and maintain an operational command and control structure by developing procedures to enhance the ability of the Brigades to carry out operations, activities and training efficiently and effectively.
- To ensure co-operation and co-ordination between all Fire Brigades within the Shire of Quairading and between all other Fire Brigades and stakeholders in their efforts and activities.
- To advise Regional Officers in the area and any other relevant person or organisation on matters referred to the committee.
- To perform any other function assigned to the Committee under Section 67 of the Bush Fires Act, regulations or Council policy
- Provide advice to Council on Bush Fire and Bush Fire related items. Specifically, the BFAC will advise the Council on matters relating to:
 - The prevention, control, extinguishment and recovery from bush fire
 - The planning of and advise on the development of the Shire of Quairading Fire Break Order
 - Prosecutions for breaches of the Bush Fires Act 1954.

SHIRE OF QUAIRADING BUSH FIRE ADVISORY COMMITTEE – TERMS OF REFERENCE



- The formation of bush fire brigades
- Any other matter relating to bush fire control whether of the same kind, as, or a different kind from, those specified.

POLICY

1. MEMBERSHIP

The Shire of Quairading BFAC committee membership shall be as follows: -

- Two (2) Shire of Quairading Councillors
- One (1) Quairading VFRS Officer
- One (1) delegate or proxy representative from each of the Shire of Quairading Volunteer Bush Fire Brigades
- Nominated Fire Control Officers/Fire Weather Officers
- Chief Bush Fire Control Officer.
- Deputy Chief Bush Fire Control Officer

2. ATTENDANCE BY GOVERNMENT AGENCIES

The following are invited (non-voting) to attend meetings of the Shire of Quairading BFAC:

- DFES Representative

The following are invited (non-voting) to attend meetings of the Shire of Quairading BFAC when required:

- CBFCO’s from neighbouring Local Governments.

3. COMMITTEE CHAIRPERSON

The Committee shall elect one of their number to be chairman thereof in accordance with the Bush Fires Act 1954 Section 67 (2)

4. EXECUTIVE OFFICER

The Shire of Quairading Community Emergency Services Manager will act as Executive Officer for the BFAC

5. MEETINGS

The Shire of Quairading BFAC will conduct two (2) meetings per year:

- Pre-Bush Fire Season (September/October)
- Post Bush Fire Season (March/April)

Dates of the meetings will be adjusted to the current season and timeframe of DOAC in each given year

6. QUORUM

At least 50% of the members of the Committee.

SHIRE OF QUAIRADING BUSH FIRE ADVISORY COMMITTEE – TERMS OF REFERENCE



7. MEMBERS INTERESTS TO BE DISCLOSED

Members of the Committee are bound by the provisions of the *Local Government Act 1995, Section 5.65* with respect to disclosure of financial, impartiality or proximity interests.

‘A member who has an interest in any matter to be discussed at a council or committee meeting that will be attended by the member must disclose the nature of the interest — in a written notice given to the CEO before the meeting; or at the meeting immediately before the matter is discussed’

8. VOTING

Shall be in accordance with the *Local Government Act 1995, Section 5.21*.

‘Each council member and each member of a committee who is present at a meeting of the council or committee is entitled to one vote’

‘If the votes of members present at a council or a committee meeting are equally divided, the person presiding is to cast a second vote’

9. MINUTES

A copy of the unconfirmed minutes shall be forwarded to all Shire of Quairading BFAC members within fourteen (14) days of the meeting for endorsement at the next meeting.

Shire of Quairading BFAC recommendations arising from the minutes shall be presented to Council in the next available Council agenda for endorsement and/or action.

The person presiding at the meeting at which the minutes are confirmed is to sign the minutes and certify confirmation.

10. BRIGADE REPORTS

Each member brigade shall provide a brigade report to the meeting.

11. DEPUTATIONS

The Shire of Quairading BFAC may invite persons or organisations to attend any meetings but such persons shall not be entitled to vote on any decision arising from such meetings.

12. POWERS OF COUNCIL

These terms of reference do not limit in any way the powers of Council.

GUIDELINES

Local Government Act 1995

Section 67 of the Bush Fires Act 1954.

STATUTORY ENVIRONMENT

Section 67 of the Bush Fires Act 1954.

SHIRE OF QUAIRADING BUSH FIRE ADVISORY COMMITTEE – TERMS OF REFERENCE



Record of ToR Review					
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date
01	CESM – Daniel Birleson	31 May 2018	214-17/18	New Policy	
02	BFAC Committee	24 April 2019	182-18/19	Reviewed	10 April 2019
03	Graeme Fardon	17 December 2020	97-20/21	Biennial Policy Review - Minor Amendment	December 2020

12.2 Council Delegate Appointments and Nominations to External Organisations**Responsible Officer** Natalie Ness, Acting Chief Executive Officer**Reporting Officer** Marion Haeusler, Executive Officer**Attachments** Nil**Voting Requirements** Absolute Majority**Disclosure of Interest** Reporting Officer: Nil
Responsible Officer: Nil**RESOLUTION: OCM 102-23/24**

Moved: Cr JR Hippisley

Seconded: Cr TJ Stacey

That Council appoint the following Delegates to various external committees, organisations and groups for the period of 2 years ending October 2025:

1. Avon South Local Action Group (ASLAG):
 - a) One Elected Member; - Cr Stacey
 - b) One Proxy Elected Member. – Cr Faltyn
2. The Western Australian Local Government Association (WALGA) – Central Country Zone (CCZ) Committee:
 - a) Two Elected Members; - Cr Haythornthwaite and Cr Stacey
 - b) Two Proxy Elected Members. – Cr Hippisley and Cr Hayes
3. Land Conservation District Committee (LCDC):
 - a) Two Elected Members. – Cr Stacey and Cr Cowcill
4. Quairading Frail and Aged Lodge Advisory Committee:
 - a) One Elected Member. – Cr Hayes
5. Quairading Local Health Advisory Group (LHAG):
 - a) One Elected Member; - Cr Hippisley
 - b) One Proxy Elected Member. – Cr Hayes
6. Quairading Tourist and Tidy Town Committee:
 - a) One Elected Member. – Cr Hayes
7. The Roe Sub Regional Road Group & Wheatbelt South RRG:
 - a) One Elected Member; - Cr Stacey
 - b) One Proxy Elected Member. – Cr Cowcill

continued on next page

8. Roe Tourism:
- a) One Elected Member; - Cr Haythornthwaite
 - b) One Proxy Elected Member. – Cr Faltyn

FOR: Crs PD Smith, TJ Stacey, BR Cowcill, JC Hayes, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED BY ABSOLUTE MAJORITY 6/0

IN BRIEF

- Following the biennial local government elections, Council is to consider appointing representatives to various external committees, organisations and advisory groups where the Shire needs representation.
- Council is therefore requested to make the necessary appointments as listed in the recommendation to this Report.

MATTER FOR CONSIDERATION

Representation on externally based committees, organizations and advisory groups allows the Shire of Quairading to have input into various issues that face the local government industry.

Where there are more nominations than vacancies for representation, Elected Members will need to elect which nominee will be appointed to the respective committee, organisation or advisory group. Each Elected Member will be able to nominate as many times as there are vacant positions.

BACKGROUND

Avon South Local Action Group (ASLAG)

Council supported the Avon South Local Action Group for Skeleton Weed covering the Shire Districts of Beverley, Brookton, Quairading and York by holding and administering the Group’s Funding from the Department of Primary Industries and Regional Development and the Grains, Seeds and Hay Industry Fund Scheme.

- The Group has been formally established through the Department of Primary Industries and Regional Development.
- The Group’s Coordinator is Mr Brian Kimber.
- The ASLAG, through the Coordinator Mr Brian Kimber has invited Council as the Host Council to elect a Delegate and a Proxy Delegate to the Committee.
- ASLAG Committee meet an estimated 4 times a year and hold an Annual General Meeting. Most meetings are held at Greenhills as a central location for the 4 LG Districts.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Two	Cr Trevor Stacey Cr Jo Haythornthwaite (Proxy)	Not applicable	Quarterly

WALGA – Central Country Zone

State Councillors are elected to State Council from one of 17 Zones, which are groupings of Local Governments convened together based on population, commonalities of interest and geographical alignment.

The relationship between State Council and Zones within the Western Australian Local Government Association is a critical one in the political representation of Local Government at the State and Federal levels.

Zones have an integral role in shaping the political and strategic direction of WALGA.

Not only are Zones responsible for bringing relevant local and regional issues to the State Council decision making table, but they are also a key player in developing policy and legislative initiatives for Local Government.

The 2023 Local Government Elections will affect Council appointments to external committees including the WALGA Zone.

Consequently, Councils are requested to elect / appoint Elected Member delegates and deputy delegates to the Zone and notify WALGA by no later than Friday 3rd November 2023.

WALGA’s Zones, as the first item of business at the November meeting, will elect State Councillors, Deputy State Councillors, Zone Chair and Zone Deputy Chair.

The next Meeting of the Central Country Zone is scheduled for Friday, 17th November 2023, hosted by the Shire Lake Grace.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Four	Cr Peter Smith Cr Jonathan Hippisley Cr Jo Haythornthwaite (Proxy) Cr Trevor Stacey (Proxy)	Yes	Approx. 6 Meetings Annual (In person and Teleconference)

Land Conservation District Committee (LCDC)

The LCDC currently meets quarterly at the Quairading Community Resource Centre in the evening.

The Quairading Land Conservation District Committee (LCDC) is a statutory committee appointed by the Commissioner of Soil and Land Conservation under the Soil and Land Conservation Act 1945. The LCDC is a group of farming, community, catchment group, Industry and Shire Council representatives that share a common interest in Landcare, the environment and sustainable agriculture and communities. The LCDC incorporates 5 catchment groups and the Friends of the Quairading Community Nature Reserve. The LCDC was formed in 1982 over concerns for the sustainability of agricultural land. The group’s goals include to develop an economically and environmentally sustainable community, to involve the whole community in Landcare activities, to educate and increase awareness in the community and to source funding for the Quairading community to use on Landcare projects.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Two	Cr Trevor Stacey (by Gazettal) Cr Jo Haythornthwaite (by Gazettal)	No	Quarterly

Quairading Frail and Aged Lodge Advisory Committee

The Objects of the Incorporated Association are:

- 1) To promote and undertake or assist in prompting and undertaking benevolent assistance for elderly people of both sexes irrespective of creed, class or colour, within the district and without in any way limiting the generality of the foregoing provision shall have power to so or assist in doing any or all of the following things, namely:
 - (a) To purchase, take or lease, or in exchange, hire or otherwise acquire any real or personal property or any rights or privileges which the association may think necessary or convenient.
 - (b) To establish and maintain accommodation and care of elderly people.
- 2) To promote and assist the general good of all elderly people in the district by assisting the work of statutory authorities and voluntary organisations engaged in respect of elderly people in providing facilities for physical and mental recreation, developing physical improvement, furthering health, relieving poverty, distress or sickness, or in pursuing any objects which are benevolent.
- 3) To promote and organise co-operation in the achievement of the above purposes and to that end bring together in Committee representatives of the authorities and organisations engaged in the furtherance of the above purposes.

The Incorporated Association own the “Parker House Frail Aged Lodge” which is then leased to WACHS to manage and operate the Low Care Residential Facility.

The Committee Meetings have historically been held in the Council Reception Room. Dates and Times of Meetings are under review but will be during the daytime.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
One	Cr Jo Hayes	No	6 Meetings Annually

Quairading Local Health Advisory Group (LHAG)

In June 2020, Health Service Manager Diana Ellison approached the Chief Executive Officer and advised that she was planning to re-establish a LHAG for the Quairading District Hospital as a Community Advisory Group.

Ms Ellison advised that the Advisory Group will be small in number (Community Members and Council Representatives) and to meet at the most 3-4 times a Year. Meetings will be approximately an hour in duration and be held during normal work hours in the Hospital Meeting Room.

Members of the public can provide feedback information, suggestions, concerns, etc., to the Advisory Group who work with the WA Country Health Services (WACHS) and Local Government to advocate for health services on behalf of the community.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
One	Cr Jo Haythornthwaite	No	Quarterly

Quairading Tourist and Tidy Town

Quairading Tourist and Tidy Town is a group of volunteers that, in conjunction with the Shire and community at large, facilitate ideas and generate ways to keep our town attractive for both residents and visitors. We are based out of the Old Railway Station which houses visitor information, tourist items for sale as well as a wood sculpture show case.

ROLE:

There are the usual committee positions available but the roles most needed are for general volunteers to assist with the following:

- Car Park Market days, bi-monthly on a Saturday morning (manning a stall and/or doing Devonshire Teas at the old Railway Station)
- Clean Up Australia day
- Garden Day
- Maintaining the courtyard near the Co-op, Centenarian Corner, Toapin Weir and the Old Railway Station
- Manning the Old Railway Station 3 days per week for visitors; these days are subject to availability of volunteers.

The Quairading Tourist and Tidy Town Committee/Group’s focus is making and keeping Quairading clean and attractive, this means we always carry a bag and collect rubbish when we see it, whether you are a volunteer or not we encourage this! More volunteers means sharing the load and enjoying the spoils of a tidy and beautiful community.

Committee meetings are generally held on 2nd and 4th Mondays of the month at 10am in the Old Railway Station. The Council Delegate only needs to attend once a month.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
One	Cr Jo Hayes	No	Approx. 10 Meetings Annually

Roe Sub Regional Road Group (RSRRG) & Wheatbelt South RRG (SRRG)

Council is in the Wheatbelt South Regional Road Group

A Regional Road Group may establish a Regional Road Subgroup(s) to:

- Assist to identify road-funding priorities.
- Consider local road issues to inform decision making by the Regional Road Group.
- Provide advice to the Regional Road Group.

Only Elected Members can be Voting Members of both the Regional Road Group and the Regional Road Sub-Group.

Quairading is a Member of the Roe Subgroup with most meetings held in the central location of Corrigin. Meetings are held twice a year during work hours and are of a duration of 1.5 hours

Regional Road Group Meetings are generally held in the central location of Wickepin.

[Wheatbelt South Regional Road Group Reference Information](#)

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Two	Cr Trevor Stacey Vacant (Proxy)	Yes	Minimum 1 to 2 Meetings Annually

Roe Tourism Association

Purpose of the Association:

- To encourage, support and promote the region as a tourist destination in its own right.
- To encourage and promote professionalism in the tourist industry.
- To initiate in cooperation with its members and other stakeholders, the compilation, publication and distribution of promotional material and advertising literature in all forms of media to the advantage of the Association.
- To initiate in cooperation with its members, promotional displays to the advantage of the Association, and to be the coordinating body for such displays.
- To encourage the development of tourist attractions and facilities within the Roe region.
- The property and income of the Association shall be applied solely towards the promotion of the objectives or purposes of the Association and no part of that property or income shall be paid or otherwise distributed, directly or indirectly, to members of the Association, except in good faith in the promotion of those objects or purposes.

MEMBERSHIP

The following Shires are Full Members of the RTA:

Shires of Bruce Rock, Corrigin, Kondinin, Kulin, Lake Grace, Narembeen and Quairading.

Two representatives are to be appointed by each Shire to represent them in the Association

At least one representative must be a Shire Councillor or Shire employee and the other representative is any person or organisation with an interest or involvement in tourism and normally reside within the Member Shire. One representative will be appointed for two years, the second representative will be appointed for one year. Full members will have two votes at each Meeting.

Full Members and Associate Members may appoint a proxy to act on their behalf at General Meetings as well as the Annual General Meeting.

The Committee will determine the annual membership fee to be paid for membership of the Association at its Annual General Meeting held each year.

A member must pay the annual membership fee to the person authorised by the Committee to accept payments, by the due date determined by the committee.

GENERAL MEETINGS

The General Meetings are held quarterly at the discretion of the Chairperson and are held in rotation around the Member Councils during the daytime.

Vacancies	2021-2023 Members	Remuneration	Meeting Frequency
Two	Cr Peter Smith Cr Becky Cowcill (Proxy)	No	Quarterly

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Council has a Budget Provision for Meeting Fees for Prescribed Meetings attracting Fees (i.e. Regional Road Group, Regional Road Sub Group and Central Country Zone).

If requested, a Council Motor Vehicle is provided for Council Delegates to travel to all Out of District/Regional Meetings.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 1.1 Community:** Work collaboratively with local and regional service providers to engage the community as active citizens.
- 1.3 Community:** Advocate for the provision of quality health services, health facilities and programs in the Shire
- 1.4 Community:** Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 5.2 Governance & Leadership:** Forward planning and implementation of plans to determine Strategic Plan and service levels
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Nil.

RISK ASSESSMENT

	Option 1
Financial	Low <i>Expenses for Sitting Fees are budgeted.</i>
Health	Low <i>Nil</i>

Reputation	Low <i>Should Council not appoint representation to external committees/boards/advisory groups, this may hinder the Shire’s ability to be involved in key organisations where representation is available.</i>
Operations	Low <i>Nil</i>
Natural Environment	Low <i>Nil</i>

	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

Nil

COMMENTS AFFECTING COUNCIL DECISION

Cr Haythornthwaite asked Councillors to note that current working groups were not included in this item and that they could expect to be asked to make a decision on Council representation in the Micro Grod Working Group, the Land Auction Working Group and the Sports Precinct Working Group at a Special Council Meeting to be called before any of those groups are to meet again. Cr Smith pointed out that by his calendar, the Micro Grid Working Group where to meet again the next day, to which the Acting CEO replied that that meeting had been postponed due to Synergy and Western Power surveyors being scheduled to come out to Quairading in two weeks’ time.

Cr Haythornthwaite explained that in her opinion the Shire President and Deputy Shire President should be the elected representatives at the CCZ; Councillors agreed.

Cr Hippisley asked that the School Liaison please be included in the planned Special Council Meeting. Cr Haythornthwaite replied in the affirmative.

ITEM 13 MATTERS FOR CONSIDERATION – HEALTH & BUILDING

No matters for consideration

ITEM 14 MATTERS FOR CONSIDERATION – WORKS & SERVICES

14.1 Update on Works & Services Programme

Responsible Officer Natalie Ness, Acting Chief Executive Officer**Reporting Officer** Sarah Caporn, Executive Manager, Works & Services**Attachments** 1. Updated on Works and Services Programme, October 2023 [↓](#) **Voting Requirements** Simple Majority**Disclosure of Interest** Reporting Officer: Nil

Responsible Officer: Nil

RESOLUTION: OCM 103-23/24

Moved: Cr BR Cowcill

Seconded: Cr JC Hayes

That Council note the current status of the programme for Works & Services team for the month of October 2023.

FOR: Crs PD Smith, TJ Stacey, BR Cowcill, JC Hayes, JN Haythornthwaite and JR Hippisley**AGAINST:** Nil**CARRIED 6/0****IN BRIEF**

- Maintenance grading has now been concluded for this year.
- Grounds and gardens have been focused on fire mitigation with mowing all of our town blocks and Dangin townsite.

MATTER FOR CONSIDERATION

A comprehensive update of current Works & Services projects is provided below and summarised in Attachment 1.

PROJECT UPDATES**Construction:*****Regional Road Group - Quairading – Corrigin Road:***

The proposed SLK for our 2023/24 construction have been finalised as 18.83 to 20.83. Councillors will see this marked on the road should they travel out this way. In landmarks, the area is just south of the Rabbit Proof Fence gazebo and travels south for 2km. There is one set of drainage pipes, a side road in Horsely Road and a curve to contend with.

Clearing of the road has now commenced with staff working with our excavator and the mulching head. This is a new set of skills for our current suite of operators. Staff have also taken samples of the existing gravel down to 600mm for testing, so the Shire and contractors know exactly how much cement to include when stabilising.

Requests for Tender are currently out in the market for cement stabilisation and, once the cost of this is known, the Shire can proceed to prepare quotes for sealing both this section and our 2022/23 works as reported to previous meetings.



Maintenance Works: The Shire didn't quite reach the goal of every unsealed road graded with 80% of all unsealed roads completed as per the below image. The graders stopped when it just got too dry for the material to cut well and crust over for it to hold well enough for freight traffic at harvest. Even then Works staff are anticipating needing to fill a few 'blow outs' in the coming months. Out of 654km of unsealed roads, just 134km remain to receive a winter maintenance grade and these roads will be patched as needed and prioritised next season.

Outstanding and priority maintenance requests to complete prior to harvest include shoulders on the western end of Cubbine Road and Treloar Roads, a few large potholes on Blechynden and Shenton Roads and the patch is finally dried out to fill gravel into the Old Beverley Road West.



Groves Access Road: The all-weather access road is now complete with compacted gravel. We need to install a culvert pipe to improve access once in the Reserve, but this will be scheduled after our priority construction period. Shire staff have been working to clear the eastern boundary fence line with the fencing contractor now on site to install the fencing and gates.



Grounds & Gardens:

Mowing of Reserves & Shire-owned blocks: The Grounds and Gardens staff have been all hands on deck mowing everything in preparation for this coming fire season. Staff are on track to have the townsite, including the airstrip, completed by 31 October.



Parker House Design: A quote has now been received from the landscape designer. She will include a site visit as part of her scope of work. The irrigation designer will be in town on 20th October and has several sites to visit with our new Supervisor.

Day-care Centre, Murphy St: A compliance auditor has recently visited the centre. The children are not currently accessing the wider area outside as the irrigation is not functional and needs major repairs. The tunnel is also no longer suitable for current requirements so will be removed by Shire staff when mowing is completed. The EMWS is currently costing new turf and irrigation to enhance the outdoor space for the children. REEED will pay to install some additional fencing needed to separate play equipment only suitable for children over 3 years of age from the rest of the sandpit.

Swimming Pool: Quairading has a new manager this year with Khan and his family already calling Quairading home. The EMWS confirms that we will be able to open the pool on 1 November as scheduled. Council will need to consider what to do about the exterior hedging in coming months as the mesh fencing underneath is now dilapidated and no longer providing adequate boundary

control for the pool area. This is something the Shire will need to consider replacing within its 2024/25 Budget.

Council Properties: The vacancy inspection has now been completed on 28 Reid Street (CEO Residence) and there is one vacant unit at Arthur Kelly Village (Unit 6). Our new Property Manager is working to procure allocations within the 2023/24 Budget including the Day-care Centre Kitchen, additional flooring at the Doctors Residence and some works at Edwards Way. We have recently contacted our supplier for extending the Master Key system through to the Administration Building and Works Depot as well as a few minor maintenance requests for other properties.

Staff Movements: Our new Supervisor of Grounds and Gardens has now commenced and hit the ground running. Councillors will notice how much has already been achieved in the two short weeks he's been with us. To truly test him, there was even a burial at the South Caroling Cemetery in his first week to contend with. This task went well, and the team achieved much needed maintenance works at the site prior to digging the grave. Positive feedback has been received from grateful local residents who visit the Cemetery regularly.

We have also successfully filled the vacancy in our Construction crew with the successful application coming from a strong background of road construction with a pre-coat and sealing company.

Council's Property Manager role is also filled again with the Customer Service Officer moving across to the Works Depot. This has created a shortage in the Administration Office which is of concern, so the Executive team are working through strategies to address this.

Plant Updates: The Request for Tender on 2 x tip trucks has closed and is currently under evaluation. The EMWS still anticipates presenting it to Council as a Late Agenda Item to the October meeting as things won't be finalised until Monday 23rd October. The response date was extended to 12th October as the Shire's preferred manufacturers of the Tip Bodies were unable to deliver product in suitable timeframes, so responders needed additional time to seek quotes from alternative high quality suppliers.

Training: One of our plant operators has recently qualified for their HC licence (two others are scheduled in coming weeks) and the whole team has recently undertaken Traffic Control training so they can effectively and efficiently implement Traffic Management Plans for Shire job sites as per the current Austroads Temporary Traffic Management Guides and Main Roads WA Code of Practice. Senior First Aid and Fire Warden training will soon be scheduled.

ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

There are no financial transactions outside of existing Budget allocations.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 3.1 Built Environment:** Safe, efficient and well maintained road and footpath infrastructure
- 3.2 Built Environment:** Parks, gardens and social spaces are safe and encourage active, engaged and healthy lifestyles
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

CONSULTATION

The Works team received a high level of customer requests which are immediately assessed by EMWS and responded to within a timely manner.

RISK ASSESSMENT

Financial	<p>Moderate</p> <p><i>The Works budget is a substantial investment into our town and the Shire’s assets. It needs to be properly allocated and have transparency for the community members and ratepayers.</i></p>
Health	N/A
Reputation	<p>High</p> <p><i>The Works team has strong visibility within the community and are committed to making sure the Shire is a safe and beautiful place to live and work.</i></p>
Operations	<p>High</p> <p><i>A well-functioning Works team ensures that Council’s priority tasks are completed in a timely and value for money method.</i></p>
Natural Environment	N/A

	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

Please find the current status of the 2023/24 Works Programme as Attachment [1].



WORKS PROGRAMME UPDATE – 23/24

PROJECT	SCHEDULED COMPLETION DATE	CURRENT STATUS AND COMMENT
Works Programme Planning & Road Hierarchy		Road Hierarchy was adopted at September OCM. Forward Capital Works Plan is in progress.
Major Road Construction: Quairading-Corrigin Rd	October - December 2023	10% complete
Gravel Resheeting: Old Beverley Road West; Stockpool Road; Badjaling North Road	Scheduled early 2024.	Not yet commenced.
Footpath Improvements		In progress - Request for new footpath from Arthur Kelly Village to Main Street (approx. 700LM). EMWS to seek quotes and consult with MRWA.
Town Hall / Shire Admin carpark (LRCI funded)		In progress. Planning underway to match project scope to available funding.
Balkuling School repairs		Adam May has quoted – need to schedule works.
Level 1 Bridge Inspections	Summer 2023/24	Inspections have been completed. Work order remains outstanding for Bridge on Dangin North Road but report is now received of what needs to happen. Quote has been received and accepted but works not yet scheduled.
Townsite Garden – Renewals		Proposed new plantings in Main Street Precinct, Caravan Park Entry and Daycare Centre. Planning underway.
Sportsground Upgrades		Funding application going in for the hard sports court – demolish existing and site preparation. Refurbish cricket pitch in conjunction with Club. More fencing panels needed around Oval.
Refurbishment of BMX / Bike Track		On hold.
Caravan Park: Sewer pump (move to a silent alarm), CCTV coverage	January 2024	Budget approved. Park too busy at the moment to be without water/sewer so will limp through manually until mid-summer when quieter. CCTV was dropped due to budget constraints.
Waste Facility:	Ongoing	Seek quotes for additional tall fencing for landfill cells. No further reports at this time.
Aged Care Facilities:		Arthur Kelly Village: 2 x Carports, Irrigation improvements, gravel carpark on NW side



PROJECT	SCHEDULED COMPLETION DATE	CURRENT STATUS AND COMMENT
		<p>Parker House: Total Front Garden refurbishment – may include front fencing (budget dependent) f</p>
<p>Training Matrix</p>		<p>ChemCert for Gardens staff is scheduled for mid-November. Senior First Aid and Fire Warden remain pending.</p>
<p>Workplace Health & Safety</p>		<p>WHS Committee met on 28 September. New agenda template in use. Need to develop new Incident Form as current template focuses on personal injury.</p>

ITEM 15 MATTERS FOR CONSIDERATION - WORK, HEALTH & SAFETY

No matters for consideration

ITEM 16 URGENT COUNCILLOR’S BUSINESS

Cr Smith took the opportunity to thank Councillors for the priveledge to serve as Shire President for the previous two years. He conveyed his thanks to Councillors, Officers (present and not) and staff for the work they had done in that time and wished the Shire President all the best for her tenure.

Cr Haythornthwaite responded by thanking Cr Smith for his words and efforts over the past two years.

ITEM 17 CONFIDENTIAL ITEMS

No matters for consideration


ITEM 18 NEXT MEETING DATE

The next Ordinary Council Meeting is scheduled to take place on Thursday 30 November 2023 commencing at 2.00pm in the Council Chambers, 10 Jennaberring Road, Quairading, WA.

ITEM 19 CLOSURE

There being no further business, the Chairperson closed the Meeting at 3.29pm.

I certify the minutes of the Ordinary meeting of Council held on 26th October 2023 were confirmed 30th November 2023 as recorded on Resolution No. 105 - 23/24.

Confirmed.......... 30/11/2023