NOTICE OF MOTION
WEST WIMMERA SHIRE COUNCIL

Notice of Motion No	2018 / 01
Preamble I want Council to consult with the community and move forward on the Edenhope Community Hub Project as soon as possible.	
Council	
Motion:	
That the Motion of Council No 9.1.1 (Carried 5/0) on 15 November 2017 be enacted by tasking the CEO to direct and coordinate staff to advertise and conduct at least 2 public meetings in Edenhope at the town hall ending no later than 31 March 2018. The aim of the meetings is to reach community consensus on the functionality and physical and financial parameters for a a New or renovated town hall or b community hub or c multi-function centre or d combination of above and e the location of the above.	
Councillor's Signature:	
Councillor's Name:	Trevor Domaschenz
Date:	12/02/2018
CEO's Signature:	
Chief Executive Officer:	David Leahy
Date:	12/2/2018

WEST WIMMERA SHIRE COUNCIL

FINANCIAL PERFORMANCE REPORT

December 2017

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INTRODUCTION

This report provides financial information for the financial year 1 July 2017 to 30 June 2018.

It provides information on Council's operating performance via an Operating Statement, and Council's financial position via a Balance Sheet. A summary statement of Capital Works is also included for Council's information.

A summary of Council's operations by Activity is also provided so that Council may see the financial performance of Council's relevant functional areas.

Figures included in these statements are for the year to date ended 31 December 2017. Year to Date (YTD) figures are given for actual results, as well as the full year budget and the YTD allocation of that full year budget.

Where the YTD actual varies from the YTD budget allocation by more than 10% and $20,000, or more than $100,000 a variance explanation is given.

Information is also given on some of the more pertinent financial indicators, including:

- Cash and investments
- Rates outstanding
- Sundry debtors outstanding
- Working Capital

OPERATING STATEMENT

A year to date Operating Statement is presented as per the AASB101 format for Councils information.

West Wimmera Shire Council
Comprehensive Income Statement
For Six Months to 31 December 2017

	YTD Actual $	Original Annual Budget $	Annual Budget Met %	YTD Budget $	YTD Variance $	YTD Variance %	Notes
Income							
Rates & Charges	7,183,786	7,245,102	99%	7,235,364	(51,578)	-1%	
Statutory Fees & Fines	48,708	115,000	42%	42,997	5,711	13%	1
User Fees	369,177	581,892	63%	198,926	170,251	86%	2
Grants - Operating	2,377,308	6,437,619	37%	3,267,681	(890,373)	-27%	3
Grants - Capital	6,643,118	12,338,192	54%	9,775,733	(3,132,615)	-32%	4
Contributions - Monetary	30,763	533,057	6%	288,519	(257,756)	-89%	5
Net Gain/(Loss) on Sale of Assets	88,240	90,535	97%	(4,949)	93,189	0%	
Other Income	1,352,401	2,213,608	61%	1,391,961	(39,560)	-3%	
Total Income	**18,093,501**	**29,555,005**	**61%**	**22,196,232**	**(4,102,731)**	**-18%**	
Expense							
Employee Costs	3,481,098	6,650,065	52%	3,476,441	4,657	0%	
Materials & Services	3,613,923	8,196,976	44%	3,152,269	461,654	15%	6
Depreciation	3,635,142	7,270,325	50%	3,635,142	-	0%	
Borrowing Costs	1,733	6,024	29%	3,862	(2,129)	-55%	7
Other Expenses	125,643	321,305	39%	156,848	(31,205)	-20%	8
Total Expense	**10,857,539**	**22,444,695**	**48%**	**10,424,562**	**432,977**	4%	
Surplus/(Deficit) from operations	**7,235,962**	**7,110,310**		**11,771,670**	**(4,535,708)**	**-39%**	
Other Comprehensive Income Items That Will Not be Reclassified to Surplus or Deficit in Future Periods:	0	0	0%	0	0	0%	
Total Comprehensive Result	**7,235,962.44**	**7,110,310**		**11,771,670**	**(4,535,708)**	**-39%**	

Notes	
1. Statutory Fees & Fines	Statutory Fees & Fines receipted by Council are 13% ($5,711) higher than anticipated year to date. This is a result of Council receiving higher than budgeted Town Planning Fees for this time of year.
2. User Fees	User Fees receipted by Council are 86% ($170,251) higher than anticipated year to date. This is a result of Council undertaking an amount of private works and being paid for those works, the revenue for which was unbudgeted.

3. Grants Operating	Operating Grants received by Council to 31 December 2017 are 27% ($890,373) below year to date budget. This is a result of the 2017/18 VGC funding being prepaid in June 2017.
4. Grants Capital	Capital Grants received by Council to 31 December 2017 are 32% ($3,132,615) below year to date budget. There are a number of capital projects which are in the planning phase such as the Kaniva Cultural & Tourism Precinct, Goroke Little Desert Playspace and the Edenhope Community Centre for which grant funding has not come through at this point in time. Additionally, the flood recovery grant funding has seen delays due to works being postponed as a result of inclement weather.
5. Contributions - Monetary	Monetary contributions are 89% ($257,756) below projected year to date budget. This is a result of some anticipated projects not yet completed or still in the planning phase. Some of these projects include the Lake Charlegrark Precinct Development, Harrow Recreation Reserve Upgrade, Edenhope Hub and the Goroke Little Desert Playspace.
6. Materials & Services	Materials and services shows a year to date variance of 15% ($461,654) over the year to date budget. Variances include flood works contractors and external plant hire, project consultants and HR Consultant not budgeted for.
7. Borrowing Costs	Borrowing costs show a year to date variance of 55% ($2,129) below budget. This is a timing difference in the budget only and Council expects the full year budget to be met in line with Council's loan schedules.
8. Other Expenses	Other expenses are under budget by 20% ($31,205) at 31 December, due predominantly to the phasing of budgeted audit fees. As Council are yet to appoint a new Internal Auditor, there have not been any internal audits conducted at this stage. Further, the external audit fees do not generally occur until the latter half of the year, but the budget has been evenly spread throughout the year. This will be rectified in the mid-year budget review.

BALANCE SHEET

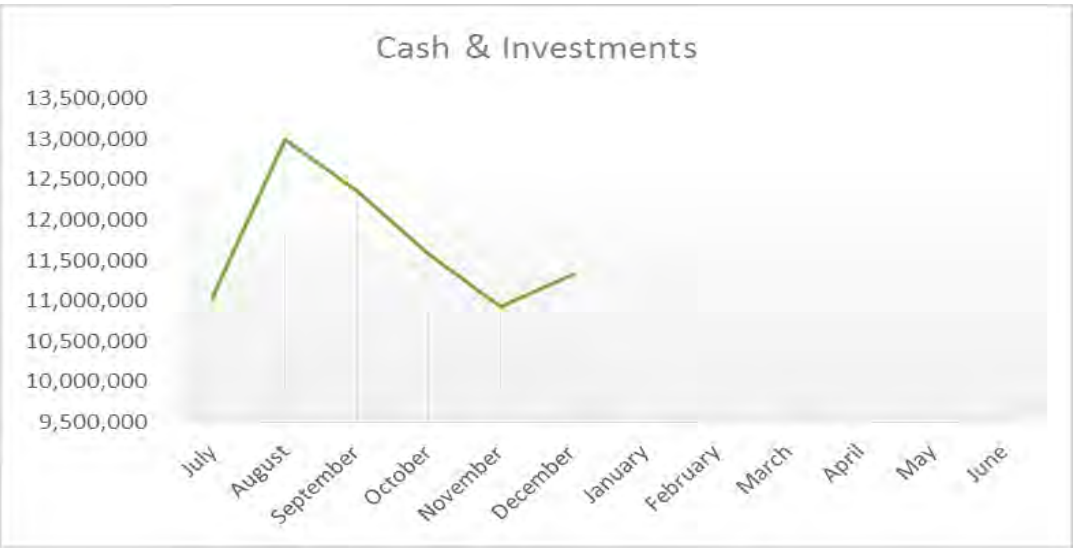
West Wimmera Shire Council

Balance Sheet

As At 31 December 2017

	$	$	$
ASSETS	**As At 31 Dec 2017**	**As At 31 Dec 2016**	**As At 30 June 2017**
Current Assets			
Cash & Investments	11,323,776	10,159,964	13,521,327
Rate Debtors	5,856,312	5,651,082	202,769
Sundry Debtors	485,784	663,302	701,229
Other Financial Assets	8,465	86,749	172,318
Inventories	337,081	258,716	324,714
Current Assets Total	**18,011,417**	**16,819,812**	**14,922,357**
Non Current Assets			
Investments in Associates	411,547	392,875	411,547
Other Non-Current Assets	5,000	6,900	0
Property, Infrastructure, Plant & Equipment	166,765,262	165,417,084	164,591,609
Non Current Assets Total	**167,181,809**	**165,816,860**	**165,003,156**
TOTAL ASSETS	**185,193,226**	**182,636,671**	**179,925,513**
LIABILITIES			
Current Liabilities			
Trade & Other Payables	526,166	698,889	2,091,094
Trust Funds & Deposits	26,315	32,456	68,240
Provisions	1,707,695	1,543,229	2,125,886
Loans & Borrowings	65,984	62,690	130,268
Current Liabilities Total	**2,326,159**	**2,337,265**	**4,415,488**
Non Current Liabilities			
Provisions	474,460	506,860	222,040
Loans & Borrowings	33,641	163,910	33,641
Non Current Liabilities Total	**508,101**	**670,770**	**255,681**
TOTAL LIABILITIES	**2,834,260**	**3,008,035**	**4,671,169**
NET ASSETS	**182,358,966**	**179,628,637**	**175,254,344**
EQUITY			
Accumulated Surplus	44,724,073	41,858,293	37,619,451
Reserves	137,634,893	137,770,344	137,634,893
TOTAL EQUITY	**182,358,966**	**179,628,637**	**175,254,344**

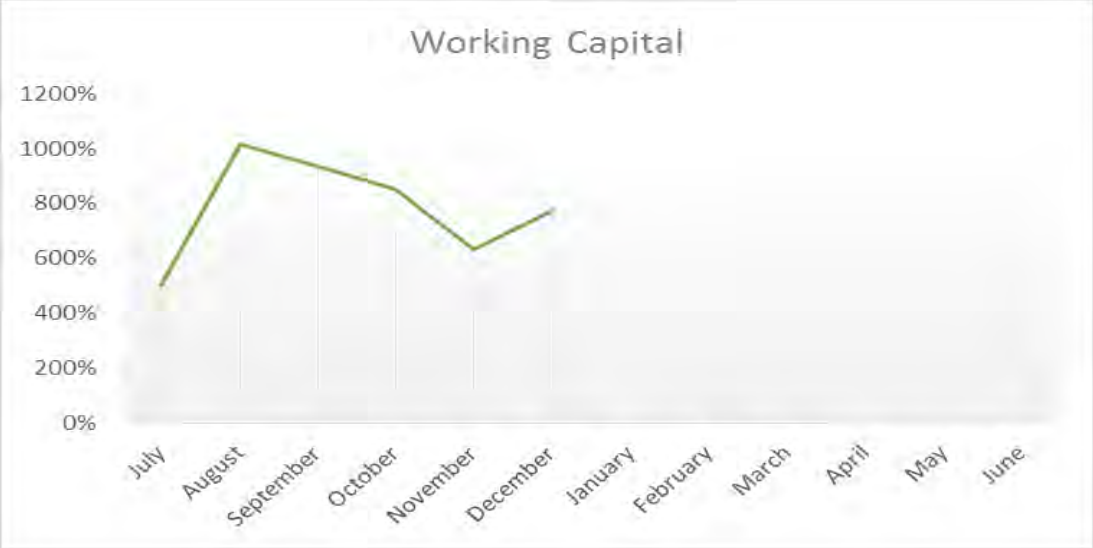
CASH AND INVESTMENTS



Cash and investments spiked during August with the receipt $3.0 million of flood relief payments under the Natural Disaster Relief and Recovery Arrangements. Council also receipted $1.16 million during October from the first rate instalment.

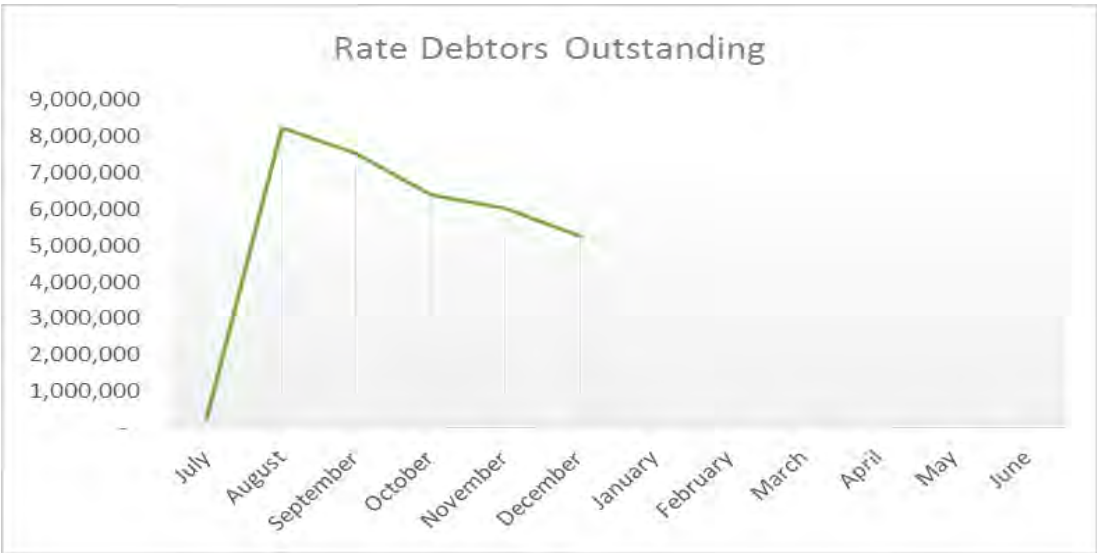
As at 31 December Council was holding a total of $11.32 million in cash and investments. However, as flood recovery works and Council's own capital program picks up to full pace, it is anticipated that Council's cash reserve will reduce to approximately $8.1 million at the end of the year.

WORKING CAPITAL



Council continues to hold a strong working capital level, with current assets at 774% of current liabilities as at 31 December 2017. It is anticipated that as Council spends all monies received over the remainder of the year. The end of year working capital ratio will decline to approximately 336% by 30 June 2018.

RATE DEBTORS



Council raised $7.2million in rates and charges in August. First instalment payments have been received with approximately 65% of Council's ratepayers opting not to pay through the instalment option – for these ratepayers 100% of their rates are due by the end of February 2018.

Council has been pro-actively managing the collection of outstanding debts, with the an ongoing program of sales of non-residential properties with long term outstanding rates for the purpose of recovering those outstanding rates under S.173 of the *Local Government Act 1989* being implemented.

SUNDRY DEBTORS

Sundry debtors outstanding has shown a steady decrease since July, with major debtors being actively pursued. The spike in December is due to the raising of invoices for VicRoads.

OPERATING ACCOUNTS BY ACTIVITY

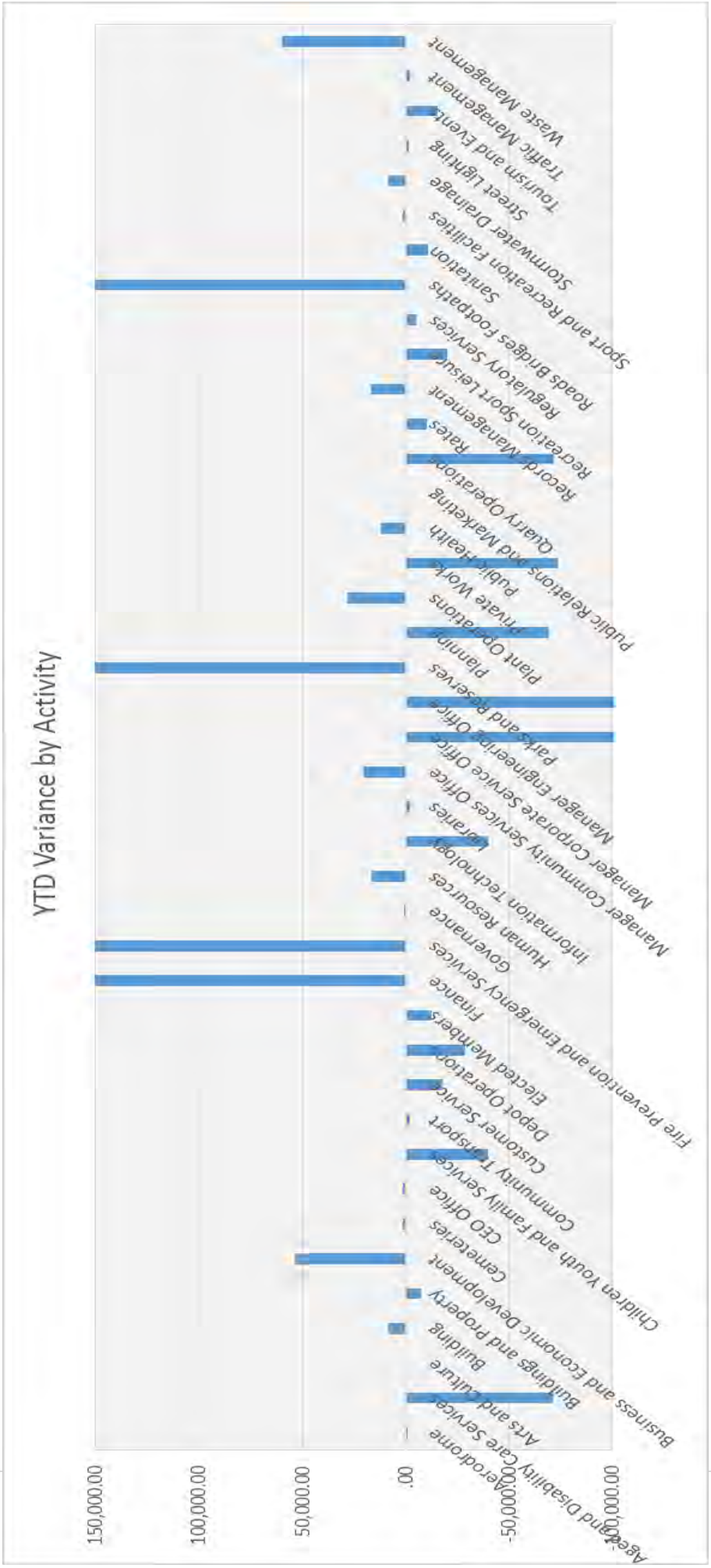
The following table shows Council's operating accounts listed by activity. The accounts are showing at total level, with revenue and expenses combined to give an overall result for each activity.

Variances are calculated as YTD actuals less the YTD current budget, with % variances being YTD Actual / YTD budget.

Notes and cautions are raised where the variances exceed 10% **and** $20,000, or where the $ variance is greater than $100,000

West Wimmera Shire Council
Operating Accounts by Activity
December 2017

Activity	YTD Actuals	Annual Original Budget	Annual Current Budget	YTD Original Budget	YTD Current Budget	YTD Variance	YTD % Variance	Note	Status
Aerodrome	3,521.20	7,080.00	7,080.00	4,284.00	4,284.00	-762.80	-18%		
Aged and Disability Care Services	-99,891.02	-81,155.00	-53,632.00	-42,123.00	-28,361.00	-71,530.02	252%	1	
Arts and Culture	14,436.00	29,082.00	29,082.00	14,646.00	14,646.00	-210.00	-1%		
Building	68,446.62	119,825.00	119,825.00	59,906.00	59,906.00	8,540.62	14%		
Buildings and Property	46,411.23	-944,222.00	-944,222.00	54,010.00	54,010.00	-7,598.77	-14%		
Business and Economic Development	101,235.97	44,626.00	44,626.00	47,622.00	47,622.00	53,613.97	113%	2	
Cemeteries	263.92	-2,500.00	-2,500.00	-1,247.00	-1,247.00	1,510.92	-121%		
CEO Office	236,725.30	440,739.00	440,739.00	235,602.00	235,602.00	1,123.30	0%		
Children Youth and Family Services	54,355.77	180,208.00	180,208.00	94,505.00	94,505.00	-40,149.23	-42%	3	
Community Transport	-5,886.75	-7,500.00	-7,500.00	-3,748.00	-3,748.00	-2,138.75	57%		
Customer Service	213,665.37	447,416.00	447,416.00	231,420.00	231,420.00	-17,754.63	-8%		
Depot Operations	-527,617.89	-1,002,566.00	-1,002,566.00	-498,641.00	-498,641.00	-28,976.89	6%		
Elected Members	129,124.20	277,555.00	277,555.00	141,526.00	141,526.00	-12,401.80	-9%		
Finance	-650,674.63	-2,472,600.00	-2,472,600.00	-1,204,734.00	-1,204,734.00	554,059.37	-46%	4	
Fire Prevention and Emergency Services	-5,467,288.92	-5,534,123.00	-5,534,123.00	-7,966,763.00	-7,966,763.00	2,499,474.08	-31%	5	
Governance	2,340.00	11,882.00	11,882.00	2,100.00	2,100.00	240.00	11%		
Human Resources	16,666.65	.00	.00	.00	.00	16,666.65	100%		
Information Technology	158,072.51	390,319.00	390,319.00	197,899.00	197,899.00	-39,826.49	-20%	6	
Libraries	80,402.26	165,086.00	165,086.00	82,530.00	82,530.00	-2,127.74	-3%		
Manager Community Services Office	51,310.03	58,802.00	58,802.00	30,963.00	30,963.00	20,347.03	66%		
Manager Corporate Service Office	104,407.60	559,988.00	562,588.00	253,260.00	255,860.00	-151,452.40	-59%	7	
Manager Engineering Office	4,013,240.15	8,407,078.00	8,407,078.00	4,194,395.00	4,194,395.00	-181,154.85	-4%	8	
Parks and Reserves	208,499.42	-111,957.00	-106,457.00	-44,463.00	-44,463.00	252,962.42	-569%	9	
Planning	64,407.72	228,508.00	243,508.00	119,114.00	134,114.00	-69,706.28	-52%	10	
Plant Operations	59,966.35	-36,741.00	-36,741.00	31,829.00	31,829.00	28,137.35	88%	11	
Private Works	-73,533.89	.00	.00	.00	.00	-73,533.89	100%	12	
Public Health	64,399.65	143,632.00	166,038.00	41,751.00	52,953.00	11,446.65	22%		
Public Relations and Marketing	39,150.25	74,000.00	79,551.00	39,500.00	39,500.00	-349.75	-1%		
Quarry Operations	-7,117.89	.00	.00	64,852.00	64,852.00	-71,969.89	-111%	13	
Rates	-6,672,491.78	-6,477,736.00	-6,477,736.00	-6,662,431.00	-6,662,431.00	-10,060.78	0%		
Records Management	64,071.67	94,408.00	94,408.00	46,867.00	46,867.00	17,204.67	37%		
Recreation Sport Leisure	131,141.90	272,599.00	272,599.00	151,059.00	151,059.00	-19,917.10	-13%		
Regulatory Services	35,899.98	58,541.00	58,541.00	41,097.00	41,097.00	-5,197.02	-13%		
Roads Bridges Footpaths	243,701.19	-3,028,630.00	-3,028,630.00	-1,548,479.00	-1,548,479.00	1,792,180.19	-116%	14	
Sanitation	115,259.70	250,145.00	250,145.00	126,370.00	126,370.00	-11,110.30	-9%		
Sport and Recreation Facilities	18,193.38	27,170.00	27,170.00	17,114.00	17,114.00	1,079.38	6%		
Stormwater Drainage	26,900.16	33,670.00	33,670.00	18,750.00	18,750.00	8,150.16	43%		
Street Lighting	9,085.05	21,400.00	21,400.00	10,698.00	10,698.00	-1,612.95	-15%		
Tourism and Events	12,479.90	50,718.00	50,718.00	27,964.00	27,964.00	-15,484.10	-55%		
Traffic Management	-1,444.22	6,490.00	6,490.00	846.00	846.00	-2,290.22	-271%		
Waste Management	-163,887.94	188,453.00	188,453.00	-224,084.00	-224,084.00	60,196.06	-27%	15	
	-7,282,053.83	**-7,110,310.00**	**-7,031,730.00**	**-11,814,234.00**	**-11,771,670.00**	**4,489,616.17**	**-38.1%**		


YTD Variance by Activity
150,000.00
100,000.00
50,000.00
.00
-50,000.00
-100,000.00
Age and Disability Care Service
Aerodrome
Arts and Culture
Building
Buildings and Property
Business and Economic Development
Cemeteries
CEO Office
Children Youth and Family Services
Community Transport
Customer Service
Depot Operations
Elected Members
Finance
Fire Prevention and Emergency Services
Governance
Human Resources
Information Technology
Libraries
Manager Corporate Services Office
Manager Community Services Office
Manager Engineering Office
Parks and Reserves
Planning
Plant Operations
Private Works
Public Health
Public Relations and Marketing
Quarry Operations
Rates
Record Management
Recreation Sport Leisure
Regulatory Services
Roads Bridges Footpaths
Sanitation
Sport and Recreation Facilities
Stormwater Drainage
Street Lighting
Tourism and Events
Traffic Management
Waste Management

West Wimmera Shire Council
Operating Accounts by Activity
December 2017
Variance Notes

1	**Aged and Disability Care Services**	Aged and Disability Care Services has a variance of $71,530 favourable to the year to date budget, due predominantly to CHSP income being greater than budgeted, predominantly with domestic assistance and personal care.
2	**Business and Economic Development**	Business and Economic Development shows a sizeable variance of 113% ($53,614) below year to date budget. This is a combination of income being $66,240 above year to date budget, arising from the receipt of state government grants not being received in December, and expenditure being lower than anticipated for year to date due to some projects (such a s the Goroke Little Desert Playspace and Kaniva Wetlands) either not having commenced or been completed.
3	**Children, Youth and Family Services**	Children, Youth and Family Services are 42% ($40,149) below budget. This is largely due to a combination of lower than anticipated pre-school expenditure and slightly higher than anticipated income from the enhanced Maternal & Child Health Service (which has seen a revised funding agreement slightly increasing funding offered to Council).
4	**Finance**	Finance has an unfavourable variance of $554,059 (46%) to the year to date budget due to the prepayment of the 2017/18 VGC funding in June 2017.
5	**Fire Prevention and Emergency Services**	The year to date variance of $2,499,474 (31%) in Fire Prevention and Emergency Services is a result of timing differences in the State Government funding for flood recovery works being allocated to Council against the anticipated budget. Adding to the variance is the continuation of flood works beyond what was originally budgeted, which has resulted in higher than budgeted expenditure in this area.
6	**Information Technology**	Information Technology has a favourable to budget year to date variance of $39,826 (20%) due to the rescheduling in the installation and purchase of upgrade equipment.
7	**Manager Corporate Service Office**	Manager Corporate Services is showing a $151,452 (59%) favourable budget variance at December 2018, due to the timing of grant monies received, and less expenditure year to date as some projects have been delayed.
8	**Manager Engineering Office**	The phasing of anticipated expenditure with regards to asset management has resulted in favourable timing differences of $181,155 (4%) with the year to date figures.
9	**Parks and Reserves**	The unfavourable variance of $252,962 (569%) in Parks and Reserves is associated with anticipated grant funding of $260,000 for the Lake Charlegrark Precinct Development not being received in December.

10	**Planning**	The Planning service shows a 52% ($69,706) variance below budget. This is a timing issue relating to the planning scheme review project which was budgeted to have started by October but has not.
11	**Plant Operations**	The variance of $28,137 (88%) is predominantly associated with internal charges. Should projects be delayed or rescheduled, as has been the case, this will impact the internal charges.
12	**Private Works**	Council did not initially budget to undertake any Private Works for the 2017-18 year, but have to the end of December undertaken $73,534 worth of works for private customers.
13	**Quarry Operations**	Quarry Operations are favourable to budget by $71,970 (111%) as a result of higher than anticipated income for this time of the year. Revenue for Quarry Operations are linked to roadworks, with floodworks impacting the timing of this revenue. Additionally, expenditure has also been under the year to date budget due to the timing of raising and crushing of road material.
14	**Roads Bridges Footpaths**	The variance of $1,792,180 (116%) in Roads, Bridges and Footpaths is a combination of less than budgeted revenue received - R2R $475K less than budget, state funding for road maintenance not yet commenced $263K, anticipated contributions of $160K not received, and the prepayment of the 2017/18 VGC Local Roads funding in June 2017 has resulted in timing differences with this revenue stream. Additionally, as flood works have continued longer than originally budgeted, this has seen an unfavourable variance of $343K in expenditure.
15	**Waste Management**	Waste Management shows a 27% ($60,196) variance unfavourable to budget. The majority of this relates to a budget timing difference with Waste Disposal Site Operations expenditure, which was budgeted differently to the actual expenditure. The budget timing will be adjusted to better match the anticipated expenditure patterns.

CAPITAL WORKS

A brief summary of Council's capital works progress YTD is presented. The information is presented in a summary form only, with more detailed information on capital works included in the separate Capital Works Progress Report. As with the operating statement, variances are calculated as YTD actuals less the YTD current budget, with % variances being YTD Actual / YTD budget.

Notes and cautions are raised where the variances exceed 10% **and** $20,000, or where the $ variance is greater than $100,000

This capital report is a summary guide only, with detailed analysis contained within the Capital Works Progress Report.

West Wimmera Shire Council
Capital Works
As at 31 December 2017

Program	YTD Actuals	Annual Original Budget	Annual Current Budget	YTD Current Budget	YTD Variance$	YTD Variance %	Note
Roads	5,093,912.03	10,447,938.00	10,463,217.00	6,992,424.00	-1,898,511.97	-27%	1
Kerb & Gutter	.00	145,000.00	145,000.00	92,500.00	-92,500.00	-100%	2
Bridges	185,217.65	380,000.00	380,000.00	196,994.00	-11,776.35	-6%	
Footpaths	.00	50,000.00	50,000.00	40,000.00	-40,000.00	-100%	3
Buildings	179,536.97	1,838,000.00	2,064,001.00	318,506.00	-138,969.03	-44%	4
Plant	406,039.22	820,730.00	1,010,085.00	257,112.00	148,927.22	58%	5
Furniture & Equipment	.00	130,000.00	133,100.00	78,100.00	-78,100.00	-100%	6
Parks, Gardens, Other	71,368.43	1,017,000.00	1,065,677.00	209,850.00	-138,481.57	-66%	7
	5,936,074.30	**14,828,668.00**	**15,311,080.00**	**8,185,486.00**	**-2,249,411.70**	**-38%**	

Notes		
1	Roads	Roads are showing a variance of 27% ($1,898,512) to year to date budget, which is due to the timing of the works program. As the majority of the roadworks program is currently commencing, it would be anticipated that expenditure will align with the budget over the remainder of the financial year.
2	Kerb and Gutter	Works for kerb and guttering is yet to commence as Council is awaiting signed agreements linked to the funding for these works. This has resulted in a 100% variance of $92,500 to the year to date budget.
3	Footpaths	The Lake Wallace walking track reconstruction is likely to commence in the March quarter, while the Kaniva Wetlands footpath link is still in the design stage. The timing of the budget for these projects has resulted in the current 100% ($50,000) variance to year to date budget.
4	Buildings	Buildings capital works show a 44% ($138,969) variance below budget. This is largely a timing difference with projects yet to commence including the Edenhope Community Hub, with some projects underway, such as the Kaniva Shire Hall. A note of caution must be made here in that Council has become aware it is likely to receive an amount of Essential Safety Measure works required by the Municipal Building Surveyor which have not been budgeted. The value of these works is not known at the time of producing this financial report. The Calico and Candles works are currently nearing completion and the buildings associated with the Kaniva Wetlands are still in the planning phase.
5	Plant	The timing of plant purchases has resulted in the current $148,927 (58%) unfavourable variance to budget. Vehicle and plant replacements can be linked to both the mileage/usage and the sourcing of a replacement, which means the timing of a changeover can be difficult to budget for. Due to replacement requirements, some vehicles and plant have necessitated replacement earlier than originally budgeted.
6	Furniture and equipment	Furniture and equipment shows a year to date budget variance of 100% ($78,100) below budget. This is due to IT replacements being scheduled early in the year but being delayed to later in the year.
7	Parks, Gardens, Other	The $138,482 (66%) variance with Parks and Gardens is basically due to the both the Kaniva Wetlands and Goroke Little Desert Nature Playspace Projects still being in the planning phase. It is anticipated that these projects are likely to commence on completion of the tender process.

COUNCIL POLICY		
FRAUD AND CORRUPTION CONTROL POLICY	Policy No:	
	Adopted by Council:	18 June 2015
	Next review date:	
Senior Manager:	Director Corporate & Community Services	
Responsible Officer:	Finance Manager	
Functional Area:	Financial Services	
Introduction & Background	West Wimmera Shire Council is committed to the prevention, detection and management of fraud and corruption in its activities and to ensuring there are measures for dealing in matters relating to fraud and corruption. The active promotion and enforcement of a comprehensive policy to focus and guide management and staff around prevention reporting and investigation of fraud and corruption will contribute to the protection of Council's assets and reputation with the public. Council does not tolerate fraud or corruption and acknowledges the responsibility for fraud and corruption control and for implementing a structured, ongoing fraud and corruption control plan within the organisation. This policy applies to all employees, Councillors, contractors and volunteers engaged directly by Council.	
Purpose & Objectives	The aim of this policy is to ensure that Council is protected from reputational damage, loss of revenue or increased costs, damage to organisational culture, costly litigation and other negative consequences. Council's policy on fraud and corruption control is based on the following key principals and objectives: • Council operates in an environment in which ethical conduct is expected, encouraged and supported, with no tolerance for corrupt conduct or fraudulent activities; • All Councillors and Council staff are placed in a position of trust and are required to maintain and enhance the public's confidence in the integrity of Council and to be active in protecting public money and property; • Council will ensure that it has in place effective operational controls and procedures for the prevention and detection of corrupt conduct	

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	and fraudulent activities; • Council will investigate and manage all reported cases of alleged fraud or corruption in accordance with relevant Policies and Procedures; and • Council will foster an environment for all persons to feel confident about reporting matters of suspected fraud or corruption.
Definitions	Fraud and corruption are forms of dishonesty, deceit or false representation which may be used to gain an unjust or unlawful advantage or benefit. Some examples of fraud and corruption are given below, however this is not intended to be a complete list and fraud and corruption are not limited to these activities: • Unlawful or unauthorised use of Council equipment and other property or services; • Theft; • Bribery, corruption or abuse of office; • Making, using or possessing forged or falsified documents; • Providing false or misleading information to Council, or failing to provide information where there is an obligation to do so; • Obtaining property, a financial advantage or any other benefit by deception; • Causing a loss, or avoiding or creating a liability by deception; and • Any other offences of a like nature to those listed above. The items listed above may be either tangible or intangible. Examples include: • Withdrawing Council funds for unauthorised purposes or uses; • Charging Council for goods or services that are incomplete or not delivered; • Using a false identity to obtain payments from Council; • Provision of false payroll information to obtain financial advantage including failure to provide relevant information or documentation; • Hacking into, or interfering with a Council computer system; • Using Council's equipment or facilities for unauthorised and private purposes; • Using Council's systems to gain access to other systems without

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	authority; • Disclosing confidential and proprietary information to outside parties; • Disclosing to other persons confidential activities proposed to be engaged in by parties which require approval of Council; and • Making false statements under the *Local Government Act 1989* or other relevant legislation. For the purpose of this policy, 'employee' includes Councillors, Council employees (Including full-time; part-time; temporary and casual), contractors, volunteers or the employees of anybody providing services on Council's behalf.
Policy Details	
1.	Principles
	While the overall responsibility for managing the risk of fraud and corruption rests with both Executive and Senior Management, it needs to be clear that all Council employees have an obligation to fulfil responsibilities in complying with all relevant policies and procedures to establish and promote an environment and culture of good governance and integrity. It is the responsibility of Councillors and Senior Management to demonstrate to employees and customers a genuine and strong commitment to fraud and corruption control. Council will provide information and training on fraud and corruption control and reporting through Council's induction process and will support this with training provided at least every three years. Council's Codes of Conduct clearly outline expected behaviours and the need for staff and Councillors to be fully aware of their responsibility to foster and develop the highest standards of integrity and to promote an ethical workplace culture.
2.	Council Responsibility for Fraud and Corruption Prevention
	Council has a corporate responsibility and obligation to all of its stakeholders to ensure the good governance of the municipality. It is responsible for setting the highest standards of honesty and integrity to provide assurance to the community and for the management of the organisation. Council will ensure that Management has appropriate measures in place to detect and prevent fraud and/or corruption.
3.	Management Responsibility for Fraud Prevention and Detection
	Management is responsible for setting the highest standards of honesty and integrity in the provision of services to the community and a pivotal role in promoting and sustaining ethical behaviours and culture. Additionally, they have ultimate responsibility

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	for ensuring the following: • Implementation of the overall anti-fraud and corruption control framework; • Effective risk management, by identifying risks and developing internal control systems to mitigate those risks; • promote ethical and honest behaviour of all employees; • coordinate, implement, monitor, review and communicate Council's Fraud and Corruption prevention policy and associated procedures; • ensure employees are aware of their responsibilities in relation to complying with the framework as well as their obligation for reporting and preventing fraud and corruption; • exercise due diligence and control to prevent, detect and report to the Chief Executive Officer, Director, Manager or the Mayor suspected acts of fraud; • handle matters relating to fraud in the strictest confidence; and • ensure that employees have the qualifications that they assert they have.
4.	Employee Responsibility for Fraud and Corruption Prevention and Detection
	Employees are responsible for : • acting with propriety in all Council activities; • complying with the Council Codes of Conduct; • identify potential fraud risks to their Director or Manager; • not using their position with the Council to gain personal advantage or to confer undue advantage, or disadvantage, on any other person or entity; • the safeguarding of Council assets against theft, misuse or improper use; and • reporting of any incident or suspected incident of fraud or corruption of which they become aware.
5.	Audit Committee and Internal Audit Responsibility for Fraud and Corruption Prevention and Detection
	The Audit Committee monitors the identification of risk and that the appropriate controls are in place and operating effectively to protect Council's resources and assets. The Committee will review the Fraud and Corruption Control policies to satisfy itself that the Council has appropriate processes and systems in place to capture and effectively investigate fraud and corruption related information. Internal audit assists in the overall deterrence of fraud and corruption by independently examining and evaluating the adequacy and effectiveness of the internal control environment and to ensure that processes are in place to support Council's ongoing commitment in promoting an anti-fraud culture.
6.	External Audit Responsibility for Fraud and Corruption Prevention and Detection

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	The responsibility of external audit is ensuring its procedures are designed to provide reasonable assurance that financial information is properly stated in all material respects. External auditors are not required to search specifically for irregularities and fraud and their audit should not be relied upon to disclose them. However, external auditors shall plan the audit so that there is reasonable expectation of detecting material misrepresentation in the financial statements arising from fraud or a breach of regulations.
7.	Fraud and Corruption Prevention and Detection
	All Council's managers and coordinators are responsible for the prevention and detection of fraud and corruption. They must ensure they have suitable mechanisms in place to: • Assess the procedures and processes within their responsibilities to determine the likelihood of fraud and corruption; • Follow any existing procedures and processes that are established as having strong internal control characteristics; • Introduce new procedures and processes as required to establish and maintain strong internal controls; • Educate their staff about controls that prevent fraud and corruption; • Educate their staff in the procedures following the detection of fraud and corruption; • Adhere to the procedures to follow once fraud or corruption has been alleged and/or identified; and • Continuously promote ethical behaviour by their actions and advice.
8.	Reporting Suspected Fraud or Corruption
	Employees are encouraged to report known or suspected incidences of improper conduct or detrimental action immediately to the Chief Executive Officer, Director, Manager or the Mayor as that person sees fit. Any reported or suspected acts of fraud, corruption, misappropriation or other similar irregularity will be thoroughly investigated. An objective and impartial investigation will be conducted regardless of the position, title, and length of service or standing of any person who becomes the subject of such investigation. Where the fraudulent or corrupt behaviour is disclosed under the provisions of the *Protected Disclosure Act 2012* (PDA), the matter will be dealt with in accordance with that Act and associated Regulations. Where the behaviour is not disclosed under the provisions of the PDA, the matter will be dealt with in accordance with the provisions of this policy. If a person seeks to disclose behaviour which may be fraudulent or corrupt, the person may achieve the protections afforded by the PDA by ensuring the disclosure is made in conformity with the provisions of the PDA.

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	A disclosure is not a protected disclosure under the PDA if the disclosure has not been made in accordance with the requirements of the PDA and Regulations or the discloser expressly states in writing, at the time of making the disclosure, that the disclosure is not a disclosure under the Act. The highest degree of confidentiality will be a feature of reporting and investigating fraud. Confidentiality of employees who report fraud is guaranteed, and the reputation of those accused must also be allowed the highest level of protection until a definite decision is reached. There are significant penalties under the PDA for breach of confidentiality, to protect those who report fraudulent activity. In order to avoid damaging the reputations of innocent persons initially suspected of wrongful conduct, and to protect the Council from potential civil liability, the results of the audits/investigations will be disclosed or discussed only with those persons who require knowledge of each such investigation in the proper performance of their office or function. Where appropriate, Council will seek advice from its legal advisors to ensure that appropriate documentation of the facts has been achieved in order to permit: • protection of innocent persons • appropriate personnel action • appropriate civil or criminal actions • documentation of claims against Council's insurers • preservation of the integrity of any criminal investigation and prosecution • avoidance of any unnecessary litigation. An employee who feels that their confidentiality has been breached has the right to initiate grievance action under Council's dispute resolution and Grievance processes.
9.	Investigation Standards
	Employees who make complaints will not be victimised or disadvantaged. The person against whom the complaint is made will be treated with procedural fairness. Any person who feels they have been victimised as part of this process has recourse to the Discrimination Resolution Procedures, and to the *Protected Disclosures Act 2012*.
10.	Procedures
	A set of procedures has been established under this Policy, and will be subject to amendment by the Chief Executive Officer, as and when required.
11.	Related Documents and Legislation
	• Employee Code of Conduct & Ethical Behaviour • Councillor Code of Conduct • Protected Disclosures Policy

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	• Risk Management Policy • Procurement Policy • Fraud and Corruption Control Procedures • *Local Government Act 1989* • *Local Government (General) Regulations 2015* • *Protected Disclosure Act 2012* • *Crimes Act 1958*
12.	Review
	The Fraud and Corruption Control Policy shall be reviewed every two years, as determined by the Chief Executive Officer or as required in the light of significant legislative change.

Policy Adopted:	Ordinary Meeting 18/06/15	Minute Book Page 30667	RecFind 15/002612
Policy Reviewed:	Ordinary Meeting __/__/__	Minute Book Page _____	RecFind

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PROCEDURE			
FRAUD AND CORRUPTION CONTROL PROCEDURE		Procedure No:	
		Adopted:	[date]
		Next review date:	[date]
Senior Manager:	Director Corporate & Community Services		
Responsible Officer:	Finance Manager		
Functional Area:	Financial Services		
Introduction & Background	This document outlines the procedures for implementing Council's Fraud Control Policy. West Wimmera Shire Council is committed to the prevention, detection and management of fraud and corruption in its activities and to ensuring there are measures for dealing in matters relating to fraud and corruption. The active promotion and enforcement of a comprehensive policy to focus and guide management and staff around prevention reporting and investigation of fraud and corruption will contribute to the protection of Council's assets and reputation with the public. Council does not tolerate fraud or corruption and acknowledges the responsibility for fraud and corruption control and for implementing a structured, ongoing fraud and corruption control plan within the organisation. This policy applies to all employees, Councillors, contractors and volunteers engaged directly by Council.		
Purpose & Objectives	The aim of this policy is to ensure that Council is protected from reputational damage, loss of revenue or increased costs, damage to organisational culture, costly litigation and other negative consequences. Council's policy on fraud and corruption control is based on the following key principals and objectives: • Council operates in an environment in which ethical conduct is expected, encouraged and supported, with no tolerance for corrupt conduct or fraudulent activities; • All Councillors and Council staff are placed in a position of trust and are required to maintain and enhance the public's confidence in the integrity of Council and to be active in protecting public money and property;		

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	• Council will ensure that it has in place effective operational controls and procedures for the prevention and detection of corrupt conduct and fraudulent activities; • Council will investigate and manage all reported cases of alleged fraud or corruption in accordance with relevant Policies and Procedures; and Council will foster an environment for all persons to feel confident about reporting matters of suspected fraud or corruption.
Definitions	Fraud and corruption are forms of dishonesty, deceit or false representation which may be used to gain an unjust or unlawful advantage or benefit. Some examples of fraud and corruption are given below, however this is not intended to be a complete list and fraud and corruption are not limited to these activities: • Unlawful or unauthorised use of Council equipment and other property or services; • Theft; • Bribery, corruption or abuse of office; • Making, using or possessing forged or falsified documents; • Providing false or misleading information to Council, or failing to provide information where there is an obligation to do so; • Obtaining property, a financial advantage or any other benefit by deception; • Causing a loss, or avoiding or creating a liability by deception; and • Any other offences of a like nature to those listed above. The items listed above may be either tangible or intangible. Examples include: • Withdrawing Council funds for unauthorised purposes or uses; • Charging Council for goods or services that are incomplete or not delivered; • Using a false identity to obtain payments from Council; • Provision of false payroll information to obtain financial advantage including failure to provide relevant information or documentation; • Hacking into, or interfering with a Council computer system; • Using Council's equipment or facilities for unauthorised and private purposes; • Using Council's systems to gain access to other systems without

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authority;

- Disclosing confidential and proprietary information to outside parties;
- Disclosing to other persons confidential activities proposed to be engaged in by parties which require approval of Council; and
- Making false statements under the *Local Government Act 1989* or other relevant legislation.

For the purpose of this policy, 'employee' includes Councillors, Council employees (Including full-time; part-time; temporary and casual), contractors, volunteers or the employees of anybody providing services on Council's behalf.

Procedure Details

1. Fraud and corruption prevention

Codes of Conduct

A robust code of conduct is integral in establishing an ethical culture. Council's Employee Code of Conduct and Ethical Behaviour and Councillor Code of Conduct both clearly outline expected behaviours and the need for staff and Councillors to be fully aware of their responsibility to foster and develop the highest standards of integrity and to promote an ethical workplace culture.

Conflicts of interest

The management of conflicts of interest is a fundamental part of establishing an ethical culture. Of primary concern within Council is the conflict between private and public interests and the effective management of this issue.

Some guidance on how to actively manage conflicts of interest follows:

- Register or declare in writing a possible or potential conflict of interest;
- Restrict or remove involvement in matters where Councillor and/or employees have (or are perceived to have) a conflict of interest; and
- Employees and Councillors receiving any gifts, fees or rewards from any persons, organisations, or bodies which are in any way connected with their employment or representation of Council must declare any such gifts, fees or rewards in accordance with the conflict of interest provisions of the *Local Government Act 1989*.

Employment screening

The screening of employees is an essential part of Council's fraud prevention strategy. Employee screening is to be undertaken in respect of all persons joining Council. Re-screening may be considered in the context of the risks represented within a role or a change in roles.

- Verification of identity by presentation of identity documents totalling 100 points;
- Police criminal history search in all states and any countries where the

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employee has resided;

- Reference checks with two of the most recent employers;
- Verification of qualifications through an independent source;
- Checking with any relevant professional licensing or registration board to determine whether an inquiry is pending;
- Consideration through interview and any necessary follow-up of any employment gaps and reasons for those gaps; and
- Post–employment, ensure any changes to personal bank account details are directly verified with the employee.

Fraud awareness Training

All employees should have an awareness of fraud and corruption; how they should respond and Council's process if this type of activity is detected or suspected in the workplace. Fraud awareness training is an effective method of ensuring that all employees are aware of their responsibilities for fraud control and of expectations pertaining to ethical behaviour in the workplace.

- Fraud and corruption awareness training to be provided to new staff at induction;
- Provide regular training and refresher programs on fraud and corruption control to all staff and Councillors;
- Produce and distribute wall posters, fact sheets and flyers;
- Distribute information on fraud prosecutions and outcomes; and
- Ensure all staff, particularly management, are aware of "red flags" or indicators associated with potentially fraudulent activity.

Screening suppliers and contractors

Confirming the identity and reputation of service providers is important in managing fraud control within Council. The vetting of service providers should be tailored to the materiality and relative risk the provider represents. Council must take steps to ensure the credentials of new service providers and periodically confirm those details of continuing suppliers, particularly when a change in details is requested.

It is also prudent for Council to set a standard of conduct and appropriate behaviours for suppliers and contractors. Credentials, compliance obligations and performance of suppliers shall be undertaken and may form provisions in contracts with Council.

- Check organisations trading address and telephone listing matches its contact details;
- Search the company register (if the supplier is incorporated);
- Confirm the organisation's Australian Business Number (ABN) on ABN Lookup and that it corresponds to its company register ABN;

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- Confirm the supplier's GST status; and
- Ensure any changes to bank details, contact phone numbers and addresses are independently verified.

Fraud controls for higher risk processes and activities

Certain processes or activities have higher fraud and corruption exposure that others. These high-risk areas should be analysed to determine whether they need to be the subject of specific fraud and corruption controls. It is important that the controls established to manage high-risk areas are actively monitored and understood by relevant personnel. Examples of processes with higher inherent risk include (but are not limited to): accounts payable, cash handling, pre-payments, travel and reimbursement payments, works contracts and grant programs.

Examples of specific preventative fraud controls that can be applied include:

- Segregation of duties;
- Hard coded IT system controls (i.e. access restrictions or dollar value limits for processing transactions);
- Effective procedural controls and management oversight where appropriate;
- Physical security measures, including the use of safes and physical access restrictions;
- Regular and random checks by management to determine the existence of a service or goods procured;
- Review work practices open to collusion or manipulation;
- Ensure assets are properly recorded and regular checks, including stocktakes, are performed to ensure significant items are present;
- Ensure claims for reimbursement of travel, other allowances and expenses be supported by invoices or vouchers and be authorised in line with Council requirements;
- All invoices to be accompanied by purchase orders with a clear description of the goods or services. Invoices to be authorised by a line Manager before payment and include an account code relevant to the Manager's area of operations; and
- Cheques and other financial instruments (EFTs, Term Deposits, etc.) for payments or distribution of funds are to be signed by two authorised signatories.

Controlling the risk of corruption

An effective anti-corruption program includes (but is not limited to):

- Accountability of management for the results and deviations from budget in the reporting for their department, with further independent detailed reviews of significant variances that may arise being arranged by the Chief Executive Officer or the relevant Manager;
- Periodic review of Council operations and an assessment of the Council's

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	exposure to risk; • Strong anti-corruption and anti-bribery environment; • Enhanced probity and contracting procedures; and • Multiple open channels of communication with employees, Councillors, customers, vendors and other third parties to encourage those parties to come forward if they have any concerns relating to fraudulent or corrupt conduct.
2.	Fraud and corruption risk assessment
	Council's commitment to the control of fraud and corruption will be further facilitated through identifying, understanding and documenting potential risks of fraud and corruption and opportunities where they may arise. The management and assessment process involves the following: • Assessing Council's overall vulnerability to fraud and corruption and areas most vulnerable to those risks; • Assigning ownership to manage both identified and potential risks; • Providing mechanisms to respond to risks; and • Measuring the effectiveness of Council's internal audit program and fraud and corruption control program. Potential methods and scenarios of fraud and corruption are to be assessed by a dedicated Risk Management Committee meeting each year to identify the risks which have the potential to give rise to fraudulent or corrupt activities. A fraud and corruption control plan is the required outcome of that meeting, or a consequent series of meetings. A Fraud Risk and Incident Register is to be established, and is to include all realistic fraud exposures. All processes under the Fraud and Corruption Control Policy, including any procedures established must be reviewed, and updated if necessary, by the participants of the meeting.
3.	Fraud and corruption detection
	All organisations are susceptible to fraud and corruption and no system of preventative controls can provide absolute assurance. As such, Council should implement systems aimed at detecting fraud as soon as possible after it has occurred, in the event that Council's preventative systems fail. The source of fraudulent or corrupt activity may be: internal (committed by an employee or contractor); external (committed by a customer or an external service provider); or complex (involve collaboration between employees, contractors and external service providers). **Effective internal controls** Internal controls are an effective detector of fraud and corruption as it is a process for assuring achievement of Council's objectives in operational effectiveness, reliable

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financial reporting and compliance with laws, regulations and Council policies.

Some examples of internal controls are:

- Regular reconciliation of accounts;
- Independent confirmation of goods purchased/services provided;
- Comparisons between budgeted and actual figures, with discrepancy follow-up;
- Audit trails and system access controls, which are regularly reviewed;
- Use of security cameras and safes;
- Employment of an asset management system;
- Exception reporting;
- Separation of duties; and
- An internal audit program.

Council staff should ensure that through participation in staff training programs and other awareness processes, they are aware of common indicators or "red flags" of fraud and corruption and that they respond to those indicators as appropriate.

Some fraud/corruption red flags to be aware of may include (but are not limited to):

- Irregular/unexplained variances in financial information;
- Unwillingness to share duties or take annual leave;
- Inventory shortages;
- Frequent inability to provide supporting documentation such as invoices/receipts for reimbursement of expenses or credit card reconciliations;
- Changes to employee's lifestyle, spending habits or behaviour;
- Addiction problems (such as gambling or substance);
- Refusal to implement internal controls;
- Frequently using exemptions to circumvent competitive procurement;
- Splitting contracts to avoid the need for a certain number of quotes or a tender process, or to keep purchases within a particular financial delegation; or
- Suppliers submitting false, inflated or duplicate invoices with insufficient detail or obvious mistakes.

The responsibility for managing the risk of fraud and corruption rests with management as part of its ongoing responsibilities. However internal audit can assist Council to manage fraud and corruption control by advising on the risk of fraud and corruption and the design or adequacy on internal controls. It can also assist with detecting fraud by considering fraud and corruption risks as part of its audit planning and being alert to indicators that fraud or corruption may have occurred. Internal and external audit teams may discover instances of fraudulent or corrupt activity in the course of conducting audits. As part of its risk strategy Council, in conjunction with the Audit Committee, appoints an external audit provider to undertake a rolling internal audit program.

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4.	Fraud and corruption response
	Why report fraud and corruption? The Independent Broad-based Anti-corruption Commission (IBAC) has the following to say about reporting fraud or corruption: *"The Victorian community expects our public sector to be free of corruption. All public sector employees are required to conduct themselves with integrity, impartiality, accountability and respect.* *Public sector corruption hurts everyone. It wastes taxes and rates that should be used to operate and maintain Victoria's schools, hospitals, roads and other vital public services and projects."* Council employees can raise concerns of suspected wrongdoings with a manager, the CEO or the Mayor. However, if the issue is serious and an employee is more comfortable speaking to someone outside of Council, advice can be obtained directly from IBAC by calling 1300 735 135. Under changes in the *Independent Broad-based Anti-corruption Commission Act 2014* implemented on 1 December 2016, the heads of state government, including Council CEOs (among other 'principal officers') are obliged to notify IBAC of suspected fraud. IBAC independently assesses each complaint to determine if it is a Protected Disclosure. A Protected Disclosure gives those reporting suspected improper conduct protection. If the complaint is assessed as a Protected Disclosure, that means you cannot be sued for defamation or breach of confidentiality, and you will be immune from civil or criminal liability for making a complaint. If you speak up honestly and are not involved in the corruption yourself, you will be protected. Refer to Council's Protected Disclosures Policy for further instruction and advice.
5.	Fraud and corruption control reporting
	Any person who suspects' fraud or corruption exists is requested, and encouraged, to report the incident to a Manager, the Chief Executive Officer or the Mayor as that person sees fit. Any person with specific knowledge of fraud must report the matter to one of those mentioned above. An employee making the complaint will be required to make it in writing or at least provide sufficient detailed information to enable a comprehensive summary to be prepared by the Manager or Chief Executive Officer. Written, signed and dated summaries by the complainant should identify, where possible, the following: • Key person(s) involved; • Nature of the alleged incident; • Date of the alleged incident; • Duration of the alleged incident; • Location of the alleged incident; • Value associated with the alleged incident; • Documentary evidence in support of the alleged incident; and • Any other information which may assist enquiries.

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An employee who becomes aware of an instance of a fraudulent or corrupt activity must report to his/her Manager such information as is available. The Manager will ensure the information is passed on to the CEO. The CEO will advise the Audit Committee of the relevant activity, and the steps taken to evaluate and protect any evidence. The CEO's advice to the Audit Committee will be issued as soon as practicable, and in all instances the incident shall be the subject of a formal report at the next meeting of the Committee. The Committee may recommend such action as it sees fit.

All Employees are required to maintain confidentiality with respect to matters referred to them. Instances of suspected fraud should be reported promptly and without delay.

Council would prefer that reports of fraud or corruption are not made anonymously; as such reports cannot be pursued if further information is required and the results of any investigation cannot be communicated to the complainant.

However, anonymous complaints will receive due and proper consideration.

Investigation

The first level of investigation will be carried out by a small selected team appointed by the Chief Executive Officer or the Mayor, as appropriate. The team is to be established and commence investigation within 3 days of an item being brought to attention. An independent investigation is required in other instances where further specialised investigative work is involved.

'Routine or minor' instances of fraud or corruption are those which involve a suspected loss of less than $5,000. These incidents do not meet Victoria Police's criteria for investigation. Other instances of fraud or corruption over $5,000 require independent investigation (usually outsourced), notwithstanding that the Victoria Police may not accept those cases for investigation or prosecution.

If any evidence is discovered, and the issue is not considered to be minor or petty, the investigation is to be referred, as soon as practicable, to Victoria Police and to Council's external auditor, either of which may continue the investigation. Advice of procedure from Victoria Police or the auditor in relation to the investigation should be sought and complied with, in order that there be no invalidation of evidence gathering. The investigation report should conclude with recommendations for prevention of any such incident in the future, and include recommendations for training and awareness.

Any complaints against Councillors must be directed to the Ombudsman or to IBAC. There is also a requirement under the *Local Government Act 1989*, which instructs that a panel be set up to examine accusations of Councillor misconduct.

Investigators must be mindful of the possibility or likelihood that their investigation work may be scrutinised in detail in court. This outcome requires detailed records to be kept of all investigatory work, including procedures conducted, records of interviews, copies of all relevant documents and findings and conclusions drawn.

The results of every investigation of fraud or corruption are to be reported to Council on an 'in camera' basis.

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Council may provide an indemnity to officers investigating suspected fraudulent activities where appropriate and legal to do so. Council will treat reported cases of suspected fraud with seriousness and confidentiality at all times in line with the requirements of the *Protected Disclosures Act 2012*.

Conflicts of Interest and Politically Sensitive Matters

Where there is criminal activity or suspected criminal activity, the matter must be referred to the Chief Executive Officer who in turn must refer the matter to the full Council at an in camera meeting. In the absence of very rare and unusual circumstances, Council must instruct the Chief Executive Officer to report the matter to Victoria Police.

All matters of a politically sensitive nature requiring police assistance are to be referred by the Chief Executive Officer to the Mayor or, where that is inappropriate, to other councillors, in the first instance. This process is necessary to ensure that Council is aware of the issue at the earliest possible time.

Serious or complex cases of fraud are to be reported to Victoria Police. It is Council's policy to prosecute offenders charged with fraud-related offences. When charged, an employee's employment will be suspended with or without remuneration until those charges are heard by a court. In view of the inherent nature of Council's activities and services, a conviction for a fraud-related offence will result in termination of the employee's employment, irrespective of any other penalties imposed.

Similar matters that involve interstate or Commonwealth jurisdictions should be reported to the Australian Federal Police.

Where an investigation reveals criminal activity or suspected criminal activity that involves another agency or other agencies, the matter is to be reported to that agency in accordance with privacy legislation.

'Serious or complex' cases of fraud include:

- Significant or potentially significant monetary or property loss to the Council;
- Damage to the standing or integrity of the Council or a Council service;
- Harm to the economy, resources, assets, environment or well-being of the Council;
- A serious breach of trust by a Council employee or contractor;
- The use of sophisticated techniques or technology to avoid detection, that require specialised skills and technology for the matter to be investigated;
- The elements of a criminal conspiracy;
- Bribery, corruption or attempted bribery or corruption of a Council employee or contractor;
- Known or suspected criminal activity against more than one Council or multiple related agencies;
- Activities that could affect wider aspects of community law enforcement, such as money laundering, trafficking in illegal substances, etc;
- The possibility of action being taken under the Proceeds of Crime legislation;

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	and/or • Conflicts of interest and/or politically sensitive matters. **Reporting a Matter to Police** Where a matter is referred in writing to Victoria Police, the referral should provide at least: • The allegation(s); • The names of the suspected offender(s) if known; • A chronological account of the facts giving rise to the allegation(s); • Witnesses' details; • Copies of relevant documents; • References to any relevant legislation; • A nominated contact officer, usually the Chief Executive Officer. **Prosecution** Council does not condone fraudulent or corrupt behaviour and will institute disciplinary procedures in respect of any employee found guilty of perpetrating fraud. Such disciplinary action will be taken in line with any other relevant Council Policies and Procedures and may result in termination of employment. Any employee who has their employment with Council terminated as a result of fraudulent or corrupt activity will not receive a reference. **Recovery Action** The Council does not condone the perpetration of fraud and in consequence, will seek to recover losses from employee who have been found guilty of fraud. Prosecution in the Civil or Criminal Courts may be undertaken to recover losses incurred by Council where this is deemed appropriate.

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Procedure Adopted:	[date]	RecFind Ref
Procedure Reviewed:	[date]	RecFind Ref

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COUNCIL POLICY			
INVESTMENT POLICY		Policy No:	
		Adopted by Council:	18 Jun 2015
		Next review date:	March 2018
Senior Manager:	Director Corporate & Community Services		
Responsible Officer:	Manager Finance		
Functional Area:	Financial Services		
Introduction & Background	Consistent with Section 136 of the Local Government Act 1989 (The Act), Council will implement an investment policy within the guiding principles of sound financial management. Council will utilise its investment portfolio as a strategic tool of overall financial management. There are some basic considerations that should be addressed for all investment decisions: • Cash flow • Credit Rating of Institution • Existence of Guarantee and Security • Interest Rate • Term of investment Prior to seeking investment options Council must consider its cash position and its future outgoings, including creditor payments, payroll and other liabilities against incoming monies such as rates, grants and cash contributions. If it is deemed that Council will have excess funds for a sufficient period of time to invest (minimum 30 days) then funds may be invested to maximise return.		
Purpose & Objectives	The purpose of this policy is to set the guidelines to be used by Council Officers when making decisions about investment activities of the Council. Any decision must comply with current legislation & policy. Council investments must comply with all restrictions specified under Section 143 of the Act. Council also has a responsibility to actively manage its pooled investment portfolio to increase the potential for better returns and at the same time ensure prudent investments with low risk. The objectives of this policy, in order of importance, are: • **Preservation of capital**: safety of capital is a dominant consideration in all investment decisions including managing credit and interest rate		

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	risk within identified thresholds and parameters; • **Ensuring sufficient liquidity is maintained**: any investment must be made bearing in mind Council's future cash needs to meet all its obligations; • **Maximising the return on cash**: to maximise earnings from authorised investments. It is also important to emphasise that the general understanding is that all Council's investments are entered into with the intention to be held to maturity to avoid any potential penalty receipts or payments.
Policy Details	
1.	Scope
	This policy applies to all short, medium and long term investments made by West Wimmera Shire Council. This policy does not apply to operating accounts held with financial institutions, or to the provision of credit or loans of any nature.
2.	Legislative Requirements
	All investments are to comply with the investment powers of Council as defined under Section 143 of The Act and the reporting requirements of the Australian Accounting Standards. At the time of writing this policy, under The Act, a Council may invest any money: a) in Government securities of the Commonwealth; b) in securities guaranteed by the Government of Victoria; c) with an authorised deposit-taking institution; d) with any financial institution guaranteed by the Government of Victoria; e) on deposit with an eligible money market dealer within the meaning of the *Corporations Act 2001*; and f) in any other manner approved by the Minister after consultation with the Treasurer either generally or specifically, to be an authorised manner of investment for the purposes of this section. Investment instruments approved by the Minister for the purposes of Section 143(f) of the Act are attached to this document.
3.	Delegation of Authority
	Authority for implementation of the Investment Policy is delegated by Council to the Chief Executive Officer (CEO) in accordance with The Act. The authority for the day-to-day management of Council's investment portfolio is delegated by the CEO to the Manager Finance, and subject to review with the CEO and the Director Corporate & Community Services. The day-to-day operations of daily cash monitoring and associated investment activities

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	are performed by the Senior Financial Services Officer or the Assistant Manager Finance under the supervision of the Manager Finance. The Manager Finance is the organisation's Chief Financial Officer.
4.	Ethics and Conflicts of Interest
	Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This includes activities that would impair the investment officer's ability to make impartial decisions. This policy requires officers to disclose any conflict of interest to the CEO.
5.	Approved Investment Types
	Without approval from Council, investments will be limited to: • Negotiable Certificate of Deposits (NCD), • Bank Bills (BB), • Term Deposits (TD), • State/Commonwealth Government Bonds, and • Floating Rate Notes (FRN). (for a detailed explanation of each refer Appendix A)
6.	Risk Management Guidelines
	Investments obtained are to comply with the following: A. Quotations on Investments No less than three (3) quotations shall be obtained from authorised institutions when an investment is proposed. Quotations include utilising rates promoted by institutions and brokers. B. Diversification – Credit Restrictions The total amount invested with any institution other than the "big four" banks (i.e. ANZ, Commonwealth Bank, National Australia Bank and Westpac), at any time, should not exceed more than 75% of Council's portfolio. Amounts invested, at any time, should not exceed the following percentages of Councils' portfolio: Short Term Ratings Total (Standards & Poor's)* — Maximum Percentage of Investments A1+ — Up to 100% A1 — Up to 75% A2 — Up to 50% *Refer Appendix C for definitions of credit ratings

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	Council should access the Standard & Poor's website for an up to date list of Short Term credit ratings of all institutions. If any investments are downgraded such that they no longer fall within the investment policy, they will be divested as soon as practicable. C. Term of Investments Investments should be made weighing risk and future cash needs to meet Council obligations and returns. If a period longer than twelve months seems appropriate for a general-purpose investment, approval should be sought from the Manager Finance. For specific purpose investments (e.g. Deposits held by Council) longer periods could be pursued to obtain a better return, since those funds are part of Council's restricted assets and not needed in the short term.
7.	Investment Register
	An investment Register will be maintained, updated and reconciled to the ledger by the Senior Financial Services Officer or the Assistant Manager Finance each month. The Investment Register must include: • Investment date • Type of investment • Maturity date • Term of investment • Financial institution • Amount invested • Interest rate • Interest received
8.	Internal Controls
	The Manager Finance shall establish internal controls and processes that will ensure investment objectives are met and the investment portfolio is protected from loss, theft or inappropriate use. To this end, the Manager Finance shall ensure that Officers responsible for the day-to-day investment activities: • operate within legislative framework and the guidelines of Council's investment policy • establish, document and maintain internal procedures • are sufficiently resourced to enable the separation of duties for approved authority, execution of transactions and reporting These controls should be reviewed annually or upon any extraordinary event, i.e. turnover of key personnel, the discovery of any inappropriate activity, market movement or financial institutional collapse.

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9.	Review and Authority of Policy
	The investment policy should be amended to reflect any changes to The Act when they occur. The policy will be reviewed every three years, or earlier as appropriate.
10.	Appendix A – Investment Type Definitions
	<u>Cash: Short Term Instrument</u> Funds are invested on overnight deposit up until 4pm each business day or in an at call account. ***Benefits:*** Ready access No fees. **<u>Commercial Bill – Bank Bills (BB): Short Term Instrument</u>** Commercial Bank Bills are highly negotiable products, which are sold at a discount to their face value. The relevant bank/acceptor undertakes to pay the investor the face value upon maturity. Bank bills in general offer a higher rate of return than bank deposits. ***Benefits:*** Highly liquid Able to be redeemed at any time by selling back to the bank **<u>Negotiable Certificate of Deposits (NCD): Short Term Instrument</u>** An alternative product to a Bank Bill is a Negotiable Certificate of Deposit (NCD). These have the same features as a Bank Bill; however a NCD can be issued to a specific maturity date, therefore providing further flexibility. ***Benefits:*** Wide range of maturity dates available. Able to be redeemed at any time by selling back to the bank **<u>Term Deposit (TD): Short Term Instrument</u>** One of the most common types of investments, Term Deposits are offered by all Banks and are competitive, usually carrying a fixed interest rate. ***Benefits:*** Wide range of maturity dates available. Easy to plan and budget for.

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	Floating Rate Notes (FRN): Long Term Instrument Floating rate notes are available for terms of 1-3 years with regular coupons (usually quarterly). The interest rate is set at the beginning of the period and is paid in arrears. It is normally set at a margin above the 90 day Bank Bill Swap rate (BBSW). ***Benefits:*** Offer a rate of return higher than bank bills, and is determined by the credit quality of the issuer. **Fixed Rate Notes: Long Term Instrument** This product is most useful if it is initiated before interest rates begin to fall. The coupon payment is typically set close to the prevailing interest rate for the applicable maturity at the time of issue. ***Benefits:*** Able to protect against falling Interest Rates **Transferable Investment Certificate (TIC): Long Term Instrument** An investment agreement in the form of a transferable bearer certificate evidencing the holder's beneficial ownership of the underlying bearer security. The TIC is a product specially designed for investors who require a secure, flexible and liquid investment with opportunities for high yields ***Benefits:*** Able to protect against falling Interest Rates **Government and Semi Government Bonds: Long Term Instrument** Long dated maturities with a sovereign debt rating. Considered to be the most resilient investments in regards to adverse market movements. As a result of the extremely high credit ratings, these bonds have a low return in terms of yield. ***Benefits:*** Most resilient investment in times of duress **Cash: Long Term Instrument** Long dated maturities with a sovereign debt rating. Considered to be the most resilient investments in regards to adverse market movements. As a result of the extremely high credit ratings, these bonds have a low return in terms of yield. ***Benefits:*** Most resilient investment in times of duress
11.	Appendix B – Standard and Poor's Credit Rating Levels
	The difference between short term and long term depends on the investment market.

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	For the investment market it is reasonable to consider short term to mean anything less than 365 days. **Short Term** **A-1** - Strong capacity to meet financial commitments. **A-2** - Satisfactory capacity to meet financial commitments, but somewhat susceptible to adverse economic conditions and changes in circumstances. **A-3** - Adequate capacity to meet financial commitments. **B** – Vulnerable and significant speculative characteristics. **C** - Currently vulnerable to non-payment. **R** - Under regulatory supervision owing to its financial condition. **SD and D** – Failed to pay one or more of its financial obligations. **NR** – Not rated. **Long Term** **AAA** – Extremely strong capacity to meet financial commitments. **AA** - Very strong capacity to meet financial commitments. **A** - Strong capacity to meet financial commitments, but somewhat susceptible to adverse economic conditions and changes in circumstances. **BBB** - Adequate capacity to meet financial commitments, but more subject to adverse economic conditions. **BB, B, CCC, CC and C** – Obligations rated 'BB', 'B', 'CCC', 'CC', and 'C' are regarded as having significant speculative characteristics. 'BB' indicates the least degree of speculation and 'C' the highest. While such obligations will likely have some quality and protective characteristics, these may be outweighed by large uncertainties or major exposure to adverse conditions. **D** – Default or in breach of imputed promise. The ratings from 'AA' to 'CCC' may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories. Up to date and detailed information regarding Standard & Poor's credit ratings and definitions is available via the following website: http//www.standardandpoors.com.

Policy Adopted:	Ordinary Meeting 21/02/13		RecFind 13/000759
Policy Reviewed:	Ordinary Meeting 18/06/15	Minute Book Page 30667	RecFind 15/002501
	Ordinary Meeting __/__/18	Minute Book Page _____	RecFind 18/00_____

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COUNCIL POLICY			
COUNCIL MAJOR HALL HIRE POLICY		Policy No:	
		Adopted by Council:	16 October 2014
		Next review date:	
Senior Manager:	Director Corporate & Community Services		
Responsible Officer:	Co-Ordinator Customer Service		
Functional Area:	Customer Service		
Introduction & Background	The Council Major Hall Hire Policy provides a framework for the administration and management of the hire of Major Halls within the municipality		
Purpose & Objectives	To provide consistent guidelines to Council and the Community on all aspects involved in hiring one of Council's Major Halls.		
Definitions	For the purposes of this policy and procedures which may exist under this policy, Major Halls shall refer to: • Kaniva Shire Hall • Edenhope Mechanics Institute		
Policy Details			
1.	Risk Management Requirements		
	Risk management shall be a consideration in Council decision making. In accordance with its common law duty of care, statutory responsibilities and Council policy, Council will ensure that resources are allocated to support: • Staff health and safety; • Corporate assets; • Corporate liability; • Corporate reputation; • Any other circumstances which may cause a loss to Council. This will be achieved through the implementation of the risk management process, which is designed to identify significant risk exposures, and find acceptable solutions for eliminating, reducing or transferring them.		

2.	Responsibilities
	Council is responsible for approving the Major Hall Hire Policy and for ensuring there is adequate budgetary provision for the implementation and maintenance of this policy. **Council Customer Service Staff** shall be responsible for ensuring that all information and booking requests received from the public are recorded and processed in an appropriate manner, that all bonds/deposits/hire fees paid are receipted correctly, and that any requests for bond repayments are forwarded to the appropriate finance officer as required. **Council Finance Unit** shall be responsible for processing any bond redemption requests received in a timely manner and also for pursuing any unpaid fees in an appropriate manner and timeframe. **Public Hirers** shall be responsible for providing a public liability insurance policy suitable to the event being held. Hirers are required to clean the hall appropriately after use, and shall leave the hall in a clean, and tidy manner, with all fixtures and fitting left in working order and all chairs, tables, etc returned to their original place.
3.	Description of Use
	Prior to the hiring of a Major Hall, the hirer must advise the nature of use they intend to hire the hall for. Council reserves the right to refuse hire if the intended use is deemed dangerous, illegal activity,or contrary to the aims or goals of Council. Any use outside of that authorised by Council may lead to Council levying additional charges on the user. Council reserves the right to refuse any future hire requests from a hirer who has use the hall outside of their approved use boundaries.
4.	Limit of Use
	The hirer has the right to use the particular part(s) of the hall and associated equipment hired for the purposes advised to Council when hireing. Council reserves the right to use other parts of the hall or equipment which are outside of the hire agreement at anytime.
5.	Sub-Letting
	A hirer may at no time sub let any part of a hall or equipment under a hire agreement unless express written permission is given by Council to do so.
6.	Insurance and Security
	It is the responsibility of the hirer to provide suitable public liability insurance for the event they are running. A copy of this insurance is required to be provided to Council. It is the responsibility of the hirer to provide sufficient security to cover the event for which they have hired the hall.

	If in Council's opinion insufficient public liability insurance and/or security is insufficent for the nature of the hire, Council will refuse to hire the hall.
7.	Smoking
	All Council buildings are smoke free zones. No smoking is permitted within Council Major Halls.
8.	Alcohol
	The consumption of alcohol shall only be permitted in instances where the hirer has arranged a temporary liquor license and shall at all times be inaccordance with the conditions of that license. All costs associated with obtaining such license shall be at the hirer's expense. The hirer must not allow any person without a Responsible Serving of Alocohol licence serve alcohol on the premisies. The hirer will provide evidence of such licenses to Council on demand. Failure to do so by the hirer may result in the bond being forfieted and cancellation of the hire.
9.	Hire Rate
	The hire rate applied shall be the applicable rate as disclosed in the current Fees and Charges Schedule as appended to Council's Annual Budget.
10.	Damage
	The floors, walls, curtains, or any other part of the building or any fitting, fixtures or contents shall not be broken, pierced by nails or screws, or in any such manner or in any way damaged and no notice, sign or advertisement of any kind shall be erected in the buildings or attached or affixed to the walls, doors or any other portion of the buildings fittings, fixtures or contents. Council reserves the right to recover any costs incurred in repairs originating from damage caused by a hirer from the hirer.
11.	Bond
	A bond is required to be lodged at the time of hiring as a guarantee for fulfilment of these conditions and as a security against damage to the building and/or any furniture, fittings or contents (including crockery and cutlery) contained therein or for abnormal cleaning of the portion of the building used by the Hirer. Should the hirer not fulfil the conditions of hire the bond will be forfeited. If there is no breach of the conditions of the Hire or damage or injury to the building or any fittings or furniture or contents therein or abnormal cleaning to be done (of which the Council shall be the sole judge) the bond will be returned in full.

Policy Adopted:	Ordinary Meeting 18/06/15	Minute Book Page 30672	RecFind 15/002327
Policy Reviewed:	Ordinary Meeting __/__/18	Minute Book Page _____	RecFind 18/00____

COUNCIL POLICY			
RISK MANAGEMENT POLICY		Policy No:	
		Adopted by Council:	18 June 2015
		Next review date:	
Senior Manager:	Director Corporate & Community Services		
Responsible Officer:	Director Corporate & Community Services		
Functional Area:	Corporate & Community Services		
Introduction & Background	The West Wimmera Shire Council is committed to managing risk in accordance with the process described in **Australia/New Zealand Standard 31000:2009, *Risk Management*** by logically and systematically identifying, analysing, assessing, treating and monitoring risk exposures that are likely to adversely impact on the Council's operations. Specifically, this includes the following areas of losses: • Personnel (Occupational Health and Safety); • Plant and Property; • Liability (including Public Liability and Professional Indemnity); • Financial; • Business interruption. The purpose of this policy is to provide a framework for the management of risk and define the responsibilities of staff and management in the risk management process.		
Purpose & Objectives	The objectives of the Policy are to: • Identify and analyse Council's liability associated with risk; • Promote and support risk management practices throughout the Council; • Encourage the identification and reporting of potential risks; • Implement processes to reduce risk and eliminate high risk activities; • Recognise that successful risk management relies on input from **ALL** employees; • Allow for more effective allocation and use of resources; • Provide a basis for higher standards of accountability;		

	• Allow for more effective delivery of local government programs; • Protect Council's corporate image as a professional, responsible and ethical organisation.
Definitions	Risk Management is the process of identifying, analysing and evaluating risk, and selecting the most advantageous ways of treating it.
Policy Details	
1.	Risk Management Requirements
	Risk management shall be a consideration in Council decision making. In accordance with its common law duty of care, statutory responsibilities and Council policy, Council will ensure that resources are allocated to support: • Staff health and safety; • Corporate assets; • Corporate liability; • Corporate reputation; • Any other circumstances which may cause a loss to Council. This will be achieved through the implementation of the risk management process, which is designed to identify significant risk exposures, and find acceptable solutions for eliminating, reducing or transferring them.
2.	Responsibilities
	Council is responsible for approving the Risk Management Policy and for ensuring there is adequate budgetary provision for the implementation and maintenance of this policy. **The Senior Management Group** (SMG) is responsible for effectively co-ordinating and facilitating risk management operations within the framework provided by **AS/NZS 4360:2004*Risk Management,*** legislation and Council policy. SMG is also responsible for identifying staff training needs on various aspects of risk management and ensure staff undertakes necessary training. Participate in regional and statewide Risk Management initiatives within the Local Government sector to strengthen Council's risk management practices. **Occupational Health and Safety Committee** must provide advice to senior management on matters relating to risk management overall and in particular issues relating to staff health and safety. **Risk Management Committee** is responsible for steering Council's risk identification and control process, including defining the underlying methodology and processes by which Council shall identify and respond to risk.

	Managers and Supervisors are responsible for • Ensuring the provision of a safe and healthy work environment and the implementation of appropriate safe work practices and control measures in accordance with the *Workplace Health and Safety Act 1995,* its amendments, Regulations and related Codes of Practice and Australian Standards. • Ensuring that Council's assets and operations, together with liability risks to the public, are adequately protected through appropriate risk financing and loss control programs and measures. • Providing risk management related information, as requested by Council and/or the Risk Management Committee, and for providing assistance and requested information in relation to any insurance claim or risk management issue, in a timely manner; • Advising of any risk management matter that should be incorporated in forthcoming budgets. **Employees** are responsible for: • Making loss control/prevention a priority whilst undertaking daily tasks in Council's operations; • Performing duties in a manner, which is without an unacceptable level of risk to their own health and safety, other employees, Council's customers or the community in general; • Reporting any illness, injury, hazard, near miss incidents and losses as soon as they are detected to their manager or co-ordinator; • Providing a risk management related information, as requested by their manager.
3.	Implementation and Documentation
	A comprehensive review of all Council's activities is progressively undertaken in order to assess the level of compliance with the Risk Management Policy. Progressive adjustment of practices will be undertaken, including the documentation and recording of those practices, to achieve full compliance with this Policy. This review will include analysing all existing risks on Council's Risk Register and the recorded controls and updating as necessary. The objectives is for Council to be ultimately recognised as achieving and maintaining best practice standards for managing risk with Local Government. Implementation of this policy shall be in accordance with the Risk Management Procedures.

Policy Adopted:	Ordinary Meeting 18/06/15	Minute Book Page 30672	RecFind 15/002327
Policy Reviewed:	Ordinary Meeting __/__/18	Minute Book Page _____	RecFind 18/00____

COUNCIL POLICY			
RISK MANAGEMENT PROCEDURE		Policy No:	
		Adopted by Council:	18 June 2015
		Next review date:	
Senior Manager:	Director Corporate & Community Services		
Responsible Officer:	Director Corporate & Community Services		
Functional Area:	Corporate & Community Services		
Introduction & Background	West Wimmera Shire Council is committed to managing risk in accordance with the process described in **Australia/New Zealand Standard 4360:2004, *Risk Management*** by logically and systematically identifying, analysing, assessing, treating and monitoring risk exposures that are likely to adversely impact on the Council's operations. Specifically, this includes the following areas of losses: • Personnel (Occupational Health and Safety); • Plant and Property; • Liability (including Public Liability and Professional Indemnity); • Financial; • Business interruption. The purpose of this policy is to provide a framework for the management of risk and define the responsibilities of staff and management in the risk management process.		
Purpose & Objectives	The objectives of the Procedure is to assist and guide with the implementation of the Risk Management Policy. •		
Definitions	Risk Management is the process of identifying, analysing and evaluating risk, and selecting the most advantageous ways of treating it.		

Procedure Details

Risk Register

Council shall maintain a register of all risks identified along with the control methodologies implemented to manage that risk.

The Risk Register shall include the inherent (untreated) risk of each identified risk as well as the assessed residual risk after treatment.

Council shall review and update the Risk Register on an at least an annual basis. When undertaking such review, attention shall be given to the risk control measures, as well as the addition of new risk and the potential withdrawal from the register of eliminated risk.

The Risk Register along with any additions or alterations shall be reported to Council's Audit Committee as a standing item at all regular Audit Committee meetings.

Risk Assessment Criteria

When assessing risk we need to ask three questions:

1. What might happen? - This identifies the risk itself.
2. What are the consequences? - This is an estimate of the damage, either physical, financial or reputational, if the 'What might happen?' from question 1 actually does happen.
3. What is the Likelihood? - This is an estimate of the likelihood of the combination of 'What might happen?' and 'What are the consequences?' actually occurring.

When all three of these are put together we can derive a risk rating from the following matrix - from Low Risk to Extreme Risk.

Table 1 Risk Analysis Matrix

LIKELIHOOD		CONSEQUENCE				
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
A -	Almost Certain	Medium	High	High	Extreme	Extreme
B -	Likely	Medium	Medium	High	High	Extreme
C -	Possible	Low	Medium	High	High	High
D -	Unlikely	Low	Low	Medium	Medium	High
E -	Rare	Low	Low	Medium	Medium	High

However, to be able to effectively answer the questions around consequence and likelihood, we need to define each category for these.

The following tables give an indication of the categories of consequence and likelihood.

Table 2 - Risk Consequence Ratings and Descriptors					
Category	**Insignificant**	**Minor**	**Moderate**	**Major**	**Catestrophic**
Quality/Reputation	Minor local gossip, no loss to productivity	Regional local gossip, limited loss in productivity	Regional media coverage, contact by department	State media coverage, report to department	National media coverage. Ministerial intervention
Environmental	Localised damage only, no effect on ecosystem	Minor damage to ecosystem, self repair < 6 mths	Damage to ecosystem, self repair >6 months	Damage to ecosystem requiring intervention	Irrecoverable damage to ecosystem
Human - Single Injury	First aid - full recovery	Hospitalisation required for short term - full recovery	Hospitalisation longer term - ongoing health issues	Death	Death
Human - Multiple Injury	First aid - full recovery	Inpatients treatment required by doctor, full recovery <10 cases	Inpatients treatment required, full recovery > 10 cases	Hospitalisation longer term - ongoing health issues - multiple cases	Death - multiple instances
Financial	Less than $10,000	Loss between $10,0001 - $100,000	Loss between $101,000 - $500,000	Loss between $501,000 - $2,000,000	Loss > $2,000,001

Table 3 - Risk Likelihood Ratings and Descriptors

RATING	DESCRIPTION
Almost Certain	The event is expected to occur **once a year or more frequently**
Likely	The event is expected to occur **once every three years**
Possible	The event is expected to occur **once every ten years**
Unlikely	The event is expected to occur **once every thirty years**
Rare	The event is expected to occur **once every 100 years**

Table 4 Risk Treatment Strategy

RATING	LEGEND
EXTREME	Improved actions, resources and strategies are required to be implemented IMMEDIATELY to reduce, transfer or control the level of risk
HIGH	Existing actions, resources or strategies must be modified AS SOON AS POSSIBLE to reduce, transfer or control the risk
MEDIUM	Take actions to reduce where benefit exceeds cost and / or continue to implement actions, resources and strategies to prevent and/or reduce the level of risk
LOW	MAINTAIN current actions, resources and strategies to prevent the escalation of the level of risk

Risk Assessment Template

The following template shall be used to assess ne risks for inclusion in the risk register.

Risk Assessment Template

West Wimmera Shire Council

What is the Activity?	Where is the Location of the Activity?

Who or what may be at risk? (tick box as applicable)

Council Quality/Reputation	☐	Human (single)	☐	Financial	☐	Other	☐
Envrionmental	☐	Human (multiple)	☐	Fraud	☐	If Other please specify	

Identify and Assess Risks

Identify and list the risks relating to the activity
Identify and list the potential consequence
Identify and list existing controls already in place
Determine Risk Rating using the attached Risk Assessment Criteria

Identified Risk	Consequence	Existing Control Measures	Likelihood	Consequence	Risk Rating

Risk Assessment Undertaken by:		Risk Assessment Approved by:	
Name:		Name:	
Signed		Signed	

Policy Adopted:	Ordinary Meeting 18/06/15	Minute Book Page 30672	RecFind 15/002327
Policy Reviewed:	Ordinary Meeting __/__/18	Minute Book Page _____	RecFind 18/00____

West Wimmera Shire Council
Risk Register
Updated 10-January-2018

Ref. No.	DEPARTMENT	RISK OWNER	RISK AREA	Responsible SLT member	THREAT CATEGORY	RISK What can happen and how can it happen?	VULNERABILITIES Potential Causes	POTENTIAL CONSEQUENCES Descriptors	INHERENT CONTROLS	LIKELIHOOD	CONSEQUENCE	RISK RATING	ADDITIONAL TREATMENT CONTROL MEASURES	REVISED LIKELIHOOD	REVISED CONSEQUENCE	REVISED RISK RATING						
1	FINANCE	Andrea Gash	Accounts Payable	DCCS	Financial	Phantom creditors can be created to defraud Council	Phantom creditors in system	Financial loss	Division of duties - authorisation separate from processing.	Unlikely	Moderate	Medium	Masterfile changes report reviewed regularly	Rare	Minor	Low	4	3	43.00	5	4	54
2	FINANCE	Andrea Gash	Payroll	DCCS	Financial	Phantom employees can be created to defraud Council	Phantom employees in system	Financial loss	Division of duties - authorisation separate from processing.	Unlikely	Moderate	Medium	Manager to sign off on masterfile changes report	Rare	Minor	Low	4	3	43.00	5	4	54
3	FINANCE	Andrea Gash	Bank Reconcilliation	DCCS	Financial	Items may be transferred out of Council's bank account without authority	Banking software improperly used	Financial loss	Bank Reconcilliations performed daily	Unlikely	Minor	Low	Manager to sign off on bank reconciliations	Rare	Insignificant	Low	4	4	44.00	5	5	55
4	FINANCE	Andrea Gash	Grant Opportunities	DCCS	Operational	Council may be required to contribute to Grant opportunities as they arise. If there are no available funds in budget these opportunities may be lost	Loss of Grant opportunities	Financial loss / Reputational loss with community and government/funding bodies	An amount is set aside in budget each year for 'Grant Matching'	Unlikely	Minor	Low	preperation of 10 yr stretegic plans including community aspirtaions allows council to provide match funding	Rare	Minor	Low	4	4	44.00	5	4	54
5	FINANCE	Andrea Gash	End of year reporting	DCCS	Reputational	Without adeqaute resourcing Council may miss reporting deadlines	Lack of qualified and experienced staff	Reputational loss with community and government. Potential appointment of Government monitor	1.Council recruits qualified staff and provides reqular proffessional development. 2. Council to engage temporory qualified resources to fill senior level vacancies in the finance area	Unlikely	Minor	Low	Upskill existing finance team members to take up more high end finance functions	Unlikely	Minor	Low	4	4	44.00	4	4	44
6	FINANCE	Andrea Gash	Financial Sustainability	DCCS	Operational	IF Council's finances are not monitored adequately Council may become financially unviable	Poor monitoring, lack of regular reporting	Breach of Local Government Act, Breach of Accountng Standards, appointment of Government monitor, in extreme cases removal of Council and appointment of administrator	Regular reporting to Council and SMG, regular internal audit program. Audit committee advising Council	Unlikely	Minor	Low	1. Initiate induction to Councillors on sound Financial Management practices 2. Encourage Councillors to undertake PD on governance and Financial Management. 3.Council Agenda planner to have recurring items to receive finance reports	Rare	Minor	Low	4	4	44.00	5	4	54
7	FINANCE	Andrea Gash	EFT transfer file	DCCS	Financial	EFT transfer files can be manipulated between exporting from Council's finance system and loading into Council's Electronic banking system.	Lack of security and encryption of EFT transfer file	Financial Loss, Reputational loss	restricted access to EFT file loaction. Manaul check of EFT transfer file. There is an inherent control in that generally the	Unlikely	Minor	Low	Investigate if Civica system can encrypt file	Rare	Minor	Low	4	4	44.00	5	4	54
8	INFRASTRUCTURE	Robyn Evans / John Griffiths / Terry Ough	Road Management Plan	DCCS	Operational	Council's capital and maintenance works on roads may not comply with its Road Management Plan exposing Council to potential litigation if an accident occurs	Capital and maintenance works fall behind Road Management Plan minimums	Breach of legislation Road Management Act, damage to third parties vechicles/assets, injury or death	Regular revision of Road Management Plan, linking of rolling capital works and maintenance program to the RMP	Unlikely	Major	Medium	1.Budget business cases to have a clearer link to Road Management Plan 2. Educate all outdoor staff and supervisors on Council's obligation to RM plan 3. New Asset Management System	Rare	Major	Medium	4	2	42.00	5	2	52
9	CONTRACTS	Bernie Madden	Contract Payments	DCCS	Financial	Duplication of Contract Payments	Council may duplicate contract payments via the Accounts Payable Officer and the Contracts Manager raising the same payment twice	Financial Loss, Reputational loss	Requirement for Contracts Manager to approve all contract payments. Required use of an approved Purchase Order for all payments	Unlikely	Minor	Low	1.Contract payments are approved by service managers 2. Enhance staff understanding og BIS system and encourge managing their service area budgets	Rare	Minor	Low	4	4	44.00	5	4	54
10	CONTRACTS	Bernie Madden	Contract Payments	DCCS	Financial	Phantom Contractors may be created to defraud Council	Fraudulent invoices may be paid to Phantom contractors for personal gain	Financial Loss, Reputational loss	Requirement for all payments to have authorised purchase order. Public tender for contracts. Regular review of contract budgets.	Rare	Moderate	Medium	Periodic Review of Contractors list	Rare	Minor	Low	5	3	53.00	5	4	54
11	PURCHASING	Andrea Gash	Purchases beyond delegation limits	DCCS	Operational	Individuals may authorise payments beyond their delegation limits	Officers may be authorising payments beyond their delegation limits without authority of managers	reputational loss, potential financial loss	Requirement for all payments to have authorised purchase order. Public tender for contracts.	Rare	Minor	Low	Refresher sessions in procurement practices	Rare	Minor	Low	5	4	54.00	5	4	54
12	CONTRACTS	Bernie Madden / Andrea Gash	Tender limits		Operational	Tender thresholds may be reached unkown by staff	Ongoing use of suppliers for recurrent purchases may cumulatively breach the S.186 threshold for tender under the Local Government Act 1989	Reputational loss, potential fine for breach of Act	Use of industry (MAV and PA) purchasing boards fulfils the tender requirements of s.186. Use of request for quotes proactively	Unlikely	Minor	Low	Periodic Review of Cumulative creditor payments	Rare	Minor	Low	4	4	44.00	5	4	54
13	ASSETS	John Griffiths / Andrea Gash	Asset Registers		Financial	Council's Assets may not be properly disclosed	Assets may not appear on Council's Asset registers or be incorrectly valued, leading to incorrect financial reporting and planning	Reputational loss, potential financial loss	Council's financial and operational data is sourced from one asset register where appropriate. Draft valuation policies are in place.	Possible	Moderate	High	Installation of new asset management system and register. Investigation of Asset conditions and useful lives to be undertaken.	Unlikely	Minor	Low	3	3	33.00	4	4	44

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14	ASSETS	John Griffiths / Terry Ough	Use of Assets		Operational	Council Assets may be inapropriately used for personal uses without authorisation	Council officers may be accessing Council assets for unauthorised use due to inappropriate security or asset use records.	Reputational loss, increased financial cost from missing, damaged or prematurely worn assets.	Asset use logs, depots locked out of hours	Possible	Insignificant	Low	1.Review of security systems at depots, installation of CCTV, asset inventory stocktakes 2. Provide fraud awareness training to all outdoor staff atleast bi-annually	Unlikely	Insignificant	Low	3	5	35.00	4	5	45
15	ASSETS	John Griffiths / Andrea Gash	Insurance Registers		Financial	Council Assets may be missing from, or incorrectly valued on, insurance registers	Insurance values are not necessarily the same as asset replacement values. Revaluations of Council Assets should include an assesment of Council's insurance values.	Council's assets may be underinsured	Asset Registers, separate insurance valuations	Possible	Moderate	High	Review of revaluation process to ensure insurance values are taken into consideration	Unlikely	Moderate	Medium	3	3	33.00	4	3	43
16	BUSINESS CONTINUITY	David Leahy/ Robyn Evans/Ashley Roberts	Business Continuity		Operational	Council may not be able to ensure that essential core functions continue to operate in the case of an emergency event.	Council's Business Continuity Plan may not provide for sufficient resources to ensure core functions remain operational	Reputatonal loss, financial loss	1. Business Continuity Plan 2. IT set up and mutual back up at both Kaniva and Edenhope	Possible	Major	High	Regular review of Business Continuity Plan. Regualr Testing of BCP	Unlikely	Moderate	Medium	3	2	32.00	4	3	43
17	DISASTER RECOVERY	David Leahy/ Robyn Evans/Ashley Roberts	Disaster Recovery		Operational	Council may not be able to effectively co-ordinate sufficient response to an emergency event in line with its requirements under the Emergency Management Regulations.	Council 's Emergency Management Plan and procedures may not cover all requirements for Council to meet its obligations, or may not have been sufficiently tested for reasonableness.	Reputatonal loss, financial loss	1. IT set up and mutual back up at both Kaniva and Edenhope 2.Emergency Management / Response Plan and procedures	Possible	Minor	Medium	Regular review of Plan and procedures, regular testing of Plan and procedures	Possible	Minor	Medium	3	4	34.00	3	4	34
18	CUSTOMER SERVICE	Andrea Gash	Security		Operational	Customer Service staff may be at threat of physical or verabl attack from difficult customers	Lack of secure office (Kaniva especially), lack of panic alert alarm	Injury to staff, financial loss arising from compensation	Security screen at front counters. Edenhope office foyer secure	Possible	Moderate	High	Provide Panic Alert Alarms at front counter. Building works to ensure secure foyer space at Kaniva Office	Unlikely	Moderate	Medium	3	3	33.00	4	3	43
19	CUSTOMER SERVICE	Andrea Gash	Information Sharing		Reputational	Customer Service Staff may inadvertantly give incorrect information to members of the public.	Information flow from other areas of Council to Customer Service may not follow necessary pathways and may not be sufficiently documented. Other staff may not be contactable when information is required.	Reputational loss	Reference material and 'cheat sheets' exist for more common queries received, including Planning and Building, VicRoads and other general enquiries. CRM system used for more complex queries.	Possible	Moderate	High	1Initiate intranet as a central information repository. 2.Communications officer and Customer Service teamleader to attend monthly Managers meetings	Unlikely	Moderate	Medium	3	3	33.00	4	3	43
20	CUSTOMER SERVICE	Andrea Gash	Cash HaIndling		Financial	Cash may be misappropriated or incorrectly allocated	Cash drawer not linked to point of sale system	Financial loss	Receipts are reconciled to cash balance daily. Large amounts of cash are banked or taken from the cash drawer and stored in the safe.	Unlikely	Insignificant	Low	1 Provide fraud awareness training to all Customer Service staff atleast bi-annually	Unlikely	Insignificant	Low	4	5	45.00	4	5	45
21	RECORDS	Andrea Gash	Physical Record Storage		Operational	Physical records may not be able to be found when required. There may be insufficient resources allocated to record keeping	The physical record store can become full resulting in additional records being stored in a less than ideal manner. There may be insufficent resource to clear and archive older records to make space for new records.	Reputational loss, potential financial loss, potential breach of Records Act, potential financial loss from non-compliance fines. Potential lawsuits may be undefendable	1.0 FTE allocated to enitre records function including physical and electronic records management	Likely	Major	High	1.Add resources to reduce risk 2.Provide additional training to all staff to manage their own records in recfind	Unlikely	Major	Medium	2	2	22.00	4	2	42
22	RECORDS	Andrea Gash	Electronic Record Stroage		Operational	Electronic Records may not be able to be found when required due to them not being stored in the correct areas or at all through a combination of a lack of records resources and a lack of knowledge by other staff.	A backlog of electronic records may occur when records staff are tasked to enter these into the system due to these resource being required to manage physical records. Other staff may not have the knowledge to store records electronically where required.	Reputational loss, potential financial loss, potential breach of Records Act, potential financial loss from non-compliance fines. Potential lawsuits may be undefendable	Staff inductions in own record keeping, Manuals and cheat sheets. 1.0 FTE allocated to entire records function including physical and electronic records management	Likely	Major	High	1.Require staff to manage their own electronic records in the central database. Provide regular refresher training. 2.undertake spot audits to ensure staff are recording information in the recfind system	Unlikely	Major	Medium	2	2	22.00	4	2	42
23	GOVERNANCE	David Leahy/ Robyn Evans/Ashley Roberts	Legislative Compliance	CEO	Operational	Council has many differenct pieces of legislation to comply with. Withouth an integrated oversight Council may potentially unwittingly breach one or more of these requirements.	Council may not be performing all of the duties required of it under law due to a lack of centralised controls	Reputational loss, financial loss from fines for breaches, service delivery loss	1. LGPRF 2.Compliance Register	Unlikely	Major	Medium	Extend the scopr of compliance register	Rare	Moderate	Medium	4	2	42.00	5	3	53
24	GOVERNANCE	David Leahy/ Robyn Evans/Ashley Roberts	Complaince with the grants	CEO	Other	Missing a grant acquittal	oversight,resource issues, lack of centrelised monitoring	Reputational loss, financial loss from grants not received in time.	Grants Register	Possible	Minor	Medium	1.review of grants register at Senior Management meetings 2.Filtering grant applications so that we apply for granst that suit Council's strategic objectives	Unlikely	Minor	Low	3	4	34.00	4	4	44

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25	Youth Services	Youth Officer	Security issues on youth events	DCCS	Operational	Functions could get out of control Non invitee in functions, drug and alchohol issues in the functions	lack of understanding , planning oversight	Reputational loss, injuries to staff and young people	1.Mandated secutity arrangements 2.Operational procedures 3. Working with Childrens Check 4.Consent forms and conditional entry	Rare	Minor	Low	1.Continued PD to Youth Officers 2. Periodic review of policies and procedures	Rare	Minor	Low	5	4	54.00	5	4	54
26	Youth Services	Youth Officer	lack of engagement from the youth	DCCS	Operational	unattended events	poor consultation with youth.Lack of understanding . Other events at the same time	Reputational loss, financial loss	1. Freeza Youth Committees 2. Event Planning	Likely	Minor	Medium	1.More engagement , increased planning	Likely	Minor	Medium	2	4	24.00	2	4	24
27	Youth Services	Youth Officer	Grants acquittal	DCCS	Financial	Grants not acquitted on time	lack of resources, lack of financial acumen with youth officer	Reputational loss, financial loss	Grants Register	Unlikely	Minor	Low	continud training to Youth Officer on grants	Unlikely	Insignificant	Low	4	4	44.00	4	5	45
28	Youth Services	Youth Officer	Compliance	DCCS	Operational	non compliance with legal requirements i.e. permissions , insurances, consents	Lack of understanding , planning oversight, Lack of resources	Reputational loss, financial loss	Event check list	Possible	Minor	Medium	continud training to Youth Officer on compliance	Unlikely	Minor	Low	3	4	34.00	4	4	44
29	Human Resources	CEO	Policy and procedure	CEO	All	Inconsitancies in employing and engaging staff. Non compliance with legal requirements	lack of resources	Reputational loss, financial loss , compliance loss	Ability of individual managers	Almost Certain	Major	Extreme	Implementation of HR resource contract	Unlikely	Moderate	Medium	1	2	12.00	4	3	43
30	GOVERNANCE	CEO	Governance	CEO	All	Elected members involving in operational matters	Lack of understnding on Councillors role	Reputational loss, financial loss , compliance loss	Councillor code of conduct, Adhoc reports to Councillors on individual matters	Likely	Catastrophic	Extreme	1.Councillor induction 2.PD for Councillors 3.Staff training	Possible	Major	High	2	1	21.00	3	2	32
31	GOVERNANCE	CEO	Governance	CEO	All	Elected members not having sufficient information to make informed decisions	Lack of effective reporting to elected members	Reputational loss, financial loss , compliance loss	Reporting mechanisms under *Local Government Act 1989*	Likely	Catastrophic	Extreme	1. Councillor Forums 2. Regular meeting between CEO and Mayor 3. Structured Project Management reporting	Possible	Major	High	2	1	21.00	3	2	32
32	Community Support	Community Support Officer	Compliance	DCCS	Reputational	Complinace by community members in event management	Lack of understanding on legislative compliance	Reputational loss, compliance loss	1.Event check list 2.Community Event support policy	Almost Certain	Moderate	High	1.Community education 2. Early engagement to support events	Likely	Minor	Medium	1	3	13.00	2	4	24
33	Grants support	Manager Eco Dev	Operational	CEO	Reputational	Community expectation on grant success	lack of understanding	Reputational loss	Adhoc support	Almost Certain	Minor	High	increse community education	Likely	Minor	Medium	1	4	14.00	2	4	24
34	MCH	MCH Nurse	Operational	DCCS	Operational	Lack of participation in MCH service	Lack of knowledge of service (especially CALD)	Public health consequences, underutilisation of service	Information & liasion at hospital, and other health facilities, advertising	Unlikely	Minor	Low	No further action - tolerate risk	Unlikely	Minor	Low	4	4	44.00	4	4	44
35	IT	IT contractor	Operational	DCCS	Operational	Risk due to external threats, hacking	external causes, in adequate system secutity	loss of data, down time, financial loss	Contract requirements and monitoring	Possible	Moderate	High	Regular audit of system security, Penetration testing	Possible	Minor	Medium	3	3	33.00	3	4	34
36	IT	IT contractor	Operational	DCCS	Operational	Down time with corporate systems. Limited resources	system failures, lack of maintenance, indepth system knowledge	loss of data, down time, financial loss	Subscription to proven corporate systems. Back up and redundancy built in the business operations	Possible	Moderate	High	attendance to user group meetings to enhance system knowledge	Possible	Minor	Medium	3	3	33.00	3	4	34
37	IT	GMCCS	Operational	DCCS	All	Lack of back up plan for IT resource	over reliance on single provider	No IT support, Down time , loss of data	Documentation on current systems IT strategy	Possible	Major	High	1.Explore resource sharing arrangements 2. Additional resources to deploy in case of emergencies	Possible	Moderate	High	3	2	32.00	3	3	33
38	Works	Terry Ough	Private Works	DIDW	All	Private Works - works in a non-council environment	Works in a private environment	May not be paid, Collateral damage to private infrastructure, resources tied up on non council business, breach of planning / building permits, Reputational risk if working for related parties	Private works docket, Estimates provided, cost tracking via individual Wos, Prioritisation of Council works,	Likely	Insignificant	Medium	Formalise planning permit check process. Perform credit history check, Require up front deposit/payment	Possible	Insignificant	Low	2	5	25.00	3	5	35
39	Works	Terry Ough	Private Works	DIDW	Financial	Fraudulent quotes	Underquoting may occur to favoured recipients	Financial loss, inappropriate use of Council assets	Reconcilliation of costs to income	Unlikely	Insignificant	Low	No further action - tolerate risk	Unlikely	Insignificant	Low	4	5	45.00	4	5	45
40	Works	Terry Ough	Tansfer Stations	DIDW	Operational	Illegal dumping of materials	Inappropriate access can be made to transfer station sites	Illegal dumping	Locked gates, attendants on site during operational hours.	Possible	Insignificant	Low	Security cameras on sight	Rare	Insignificant	Low	3	5	35.00	5	5	55
41	Works	Robyn Evans	Succession Planning	DIDW	Operational	Succession planning	Loss of experienced staff without sufficiently experienced and knowledgeable replacements	Incorrect resource allocation, inability to successfully manage maintenance	Minimal	Possible	Major	High	Succession Plans developed. Alternate resourcing planned.	Possible	Minor	Medium	3	2	32.00	3	4	34
42	Assets	John Griffiths / David Gyford	Asset Design	DIDW	All	Design Flaws	Flaws in the design of assets can lead to early failure	Cost to replace failed asset, economic cost to community, reputational loss	Suitably qualified and experienced staff are employed to oversee and review designs	Rare	Major	Medium	No further action - tolerate risk	Rare	Major	Medium	5	2	52.00	5	2	52
43	Assets	John Griffiths / David Gyford	Asset Design	DIDW	All	Using incorrect standards	Assets may be built to incorrect legal standard if superseded standards documents are referenced	Cost to upgrade asset to current standard, potential litigation and/or fines for breach of standards, loss of community amenity, reputational loss	Suitably qualified and experienced staff are employed to oversee and review designs, staff training updates	Unlikely	Major	Medium	Subcription to Standards renewal service. Scheduled training	Rare	Major	Medium	4	2	42.00	5	2	52
44	Assets	John Griffiths / David Gyford	Asset Renewal funding	DIDW	All	Insufficient funds may be allocated to asset renewal	Council may not have sufficient funds available to be able to allocate the necessary funds to renew its asset base on a timely basis	Asset failure, loss of community amenity, injuries or death occuring from use of unsafe assets.	Asset renewal plan, audit results, annual budgets, Strategic Resource Plan, Council Plan priorities	Possible	Major	High	Detailed renewal plan for 10 years, Long Term Financial Plan, Asset rationalisation. Service review and realignment where able.	Rare	Major	Medium	3	2	32.00	5	2	52
45	Works	Terry Ough	Roadside Trees	DIDW	All	Lack of control of roadside trees may lead to an obstruction of roadways (this includes tree over road and lack of visibility of roadway)	Lack of inspections, and/or lack of resources allocated to maintaining roadside trees.	Vehicle impact, Serious injury or death. Insurance consequences	Tree Ttrimming and removal program.	Unlikely	Major	Medium	Remove all the trees inside table drains	Unlikely	Moderate	Medium	4	2	42.00	4	3	43

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46	works	Terry Ough	Roadside Vegetation	DIDW	All	Lack of control of roadside vegetation may lead to build up of flammable material	Lack of inspections, lack of resourcing	Fire, loss of assets. Spread of noxious/flammable materials. Insurance issues, compenastion issues, fines.	Roadside slashing	Unlikely	Moderate	Medium		Unlikely	Major	Medium	4	3	43.00	4	2	42
47	Works	Terry Ough	Road innundation	DIDW	All	Low lying roads and/or bridges may become flooded from rain events. Public may try to pass where it is not possible	Unsuitable drainage, lack of drainage maintenance	Impassable road, damage to infrastructure, damage to vehicles, injury.	Drainage maintenance program controls, signage	Likely	Minor	Medium	Permanent Signage where flooding likely to happen	Likely	Insignificant	Medium	2	4	24.00	2	5	25
48	ASSETS	John Griffiths / David Gyford	Asset Degradation	DIDW	Operational	Development may result in damage to Council assets, including roads which may need major upgrades	Lack of detailed development plans requiring developer contributions to asset renewal and upgrades	Degradation of assets leading to asset failure, loss of community amenity, damage to private assets, injury, loss of reputation	Planning controls	Possible	Major	High	Developer contribution plans requiring reimbursement/ investment, Long Term Asset plans	Unlikely	Major	Medium	3	2	32.00	4	2	42
49	Assets	John Griffiths / David Gyford	Road Slips	DIDW	Operational	Development may result in changed soil conditions resulting in slips	Lack of detailed development plans requiring developer contributions to asset renewal and upgrades	Degradation of assets leading to asset failure, loss of community amenity, damage to private assets, injury, loss of reputation	Planning controls	Unlikely	Major	Medium	Developer contribution plans requiring reimbursement/ investment, Long Term Asset plans	Rare	Major	Medium	4	2	42.00	5	2	52
50	Assets	John Griffiths / David Gyford	Building degradation	DIDW	Operational	Soil conditions lead to slipages causing damage to Council buildings	Changing weather patterns and/or nearby developments may cause changed conditions	Degradation of assets leading to asset failure, loss of community amenity, injury, loss of reputation	Building and Planning controls, Insurance/OHS inspections of Council assets	Unlikely	Major	Medium	Developer contribution plans requiring reimbursement/ investment, Long Term Asset plans	Rare	Major	Medium	4	2	42.00	5	2	52
51	ASSETS	John Griffiths / David Gyford	Asset Planning	DIDW	All	Assets may not meed the community's needs or legal requirments	Not having sufficient asset management plans to effectively plan for community needs, Lack of sufficent funding to implement plans	Loss of amenity, inefficient use of funds, injury	Asset Management Plans as they exist, annual budget	Unlikely	Major	Medium	Detailed suite of integrated Asset Management Plans, Long Term Asset renewal plan, rigorous business cases, Long Term Financial Plan	Rare	Moderate	Medium	4	2	42.00	5	3	53
52	Works	Terry Ough	Environmental - roadside flora & fauna protection	DIDW	All	Protected flora & fauna on roadside reserves may be destroyed by maintenance and/or contruction works by Council or contractors	Lack of environmental impact assesments and planning. Lack of knowledge of requirements.	Destruction of protected eco system. Fines, significant reputational loss	Mapping, environmental guidelines, awareness training. Contractor management system.	Unlikely	Major	Medium	Ongoing Training. Contractor management system refresher	Rare	Minor	Low	4	2	42.00	5	4	54
53	HACC	Jo Grant	HACC	DCCS	All	Loss of Grant or Debtro Funding	Failure to comply with regulations. Failure to chase debtors	Unable to continue service provission. Loss to Council, financially and Reputational	Audit on service compliance - internal and Commonm Care Stanbdards external audits (DHHS). Debtor Reconcilliations Quarterly Financial Reporting Service Reviews Annually Customer feedback/community consultation on levels of service	Unlikely	Moderate	Medium	No further treatment possible - tolerate risk	Unlikely	Moderate	Medium	4	3	43.00	4	3	43
54	HACC	Jo Grant	HACC	DCCS	All	Failure to provide adequate service	Inability to deliver funded outcomes within budget	Loss of reputation, loss of service, loss of income	Audit on service compliance - internal and Commonm Care Stanbdards external audits (DHHS). Quarterly Financial Reporting Service Reviews Annually Customer feedback/community consultation on levels of service	Unlikely	Major	Medium	No further treatment possible - tolerate risk	Unlikely	Major	Medium	4	2	42.00	4	2	42
55	HACC	Jo Grant	HACC	DCCS	All	Lack of suitable qualified staff	Remote area, small pool of staff, lack of access to training	Loss of reputation, loss of service, loss of income	Require regular mandatory training updates, Maintain a minimum level of staff numbers	Possible	Major	High	Investigate contractor backups, with Healths Services and other Councils. Investigate training options to train younger people. Promote as a 'real career'.	Rare	Major	Medium	3	2	32.00	5	2	52
56	HACC	Jo Grant	HACC	DCCS	Operational	Extended staff absences to due illness or injury	Remote area, small pool of staff, lack of access to training	Loss of reputation, loss of service, loss of income. Additional pressure on existing staff could adversely affect service levels	Maintain a minimum level of staff numbers	Possible	Major	High	Investigate contractor backups, with Healths Services and other Councils. Investigate training options to train younger people. Promote as a 'real career'. Manual handling and OHS training	Rare	Major	Medium	3	2	32.00	5	2	52

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57	HACC	Jo Grant	HACC	DCCS	Operational	Infection Control	Lack of sufficient knowledge and training in infection control could lead to an outbreak	Illness to clients and staff, Potentital multiple person injury event. Loss of reputation, loss of service, loss of income. Additional pressure on existing staff could adversely affect service levels	Mandatory training Emergency Management Procedures Regulatory Standards (audited)	Rare	Major	Medium	No further treatment possible - tolerate risk	Rare	Major	Medium	5	2	52.00	5	2	52
58	HACC	Jo Grant	HACC	DCCS	Operational	Risks to staff working alone	Staff on their own working in clients homes can be threatened or physically harmed	Injury to staff, potential Workcover/Insurance claims. Loss of staff	Assessment on indiual client homes. Satelite phone provided to staff. Training matrix for staff.	Possible	Major	High	Staff training in dealing with difficult/aggressive situations. Refusal of service in high risk clients	Unlikely	Major	Medium	3	2	32.00	4	2	42
59	MCH	Monica Feder	MCH	DCCS	All	Anaphylaxis	Allergic response to vaccination	Serious injury or death	Training in Anaphylaxis management, carry adrenaline	Rare	major	Medium	Provide Epipens	Rare	Major	Medium	5	2	52.00	5	2	52
60	MCH	Monica Feder	MCH	DCCS	All	Data Security	Loss of records	Loss of reputation, fines, lawsuits	Cloud based records in line with State system	Rare	Insignificant	Low	Tolerate Risk no further action	Rare	Insignificant	Low	5	5	55.00	5	5	55
61	MCH	Monica Feder	MCH	DCCS	Operational	Working alone	Risk of injury from threating and abusive clients	Injury to staff	Office is informed of location, regular call ins to & from office are scheduled.	Rare	Major	Medium	GPS tracker/ / duress alarm	Rare	Major	Medium	5	2	52.00	5	2	52
62	MCH	Monica Feder	MCH	DCCS	Financial	Funding	Reliance on grant funding	Loss of grant funding would reduce the service level	Annual returns, estimates of service use, LGPRF	Rare	Major	Medium	raffle tickets	Rare	Major	Medium	5	2	52.00	5	2	52
63	MCH	Monica Feder	MCH	DCCS	Operational	Infection control	Rliance on small number of staff and remote areas, infections could seriously impact service delivery	Reduction in service	Vacinations for staff, Isolation of ill clients, sanitation	Rare	Major	Medium	Tolerate Risk no further action	Rare	Major	Medium	5	2	52.00	5	2	52
64	MCH	Monica Feder	MCH	DCCS	Operational	transport	Remote areas requires significant travel	No service	Vehicle provided and maintained. Staff required to have driver's licence	Rare	Major	Medium	Tolerate Risk no further action	Rare	Major	Medium	5	2	52.00	5	2	52
65	MCH	Monica Feder	MCH	DCCS	Operational	Fatgue Management	Remote areas requires significant travel	No service	Video Conferencing facilities, time managemengt by staff	Rare	Major	Medium	Tolerate Risk no further action	Rare	Major	Medium	5	2	52.00	5	2	52
66	MCH	Monica Feder	MCH	DCCS	Operational	Communication failure	Remote communication to office is essential	Loss of service	Mobile phone is provided, but not updated regularly	Possible	Major	High	Update mobile phone regularly	Rare	Major	Medium	3	2	32.00	5	2	52
67	EHO	Nicole Wearne	IDW	DIDW	Operational	Outbreak	Food supplier containminated	Public ilnness, hospitalisation, death, liability to Council	Scheduled EHO inspections, Food samling & testing, Food suppliers registration, Complaints register & follow up.	Unlikely	Major	Medium	Full time EHO (additional resourcing)	Unlikely	Major	Medium	4	2	42.00	4	2	42
68	EHO	Nicole Wearne	IDW	DIDW	Operational	Single public health incident	Single Food supplier containminated	Individual case of Public illness, liability to Council	Scheduled EHO inspections, Food samling & testing, Food suppliers registration, Complaints register & follow up.	Almost Certain	Minor	High	Full time EHO (additional resourcing)	Almost Certain	Minor	High	1	4	14.00	1	4	14
69	EHO	Nicole Wearne	IDW	DIDW	Operational	Infection from waste water disposal	Ineffective Waste Water treatment can lead to public ilness	Publicc illness, hospitalisation, liability to Council	Septic inspection, permits, Australian Standards, complaints register & follow ups	Rare	Moderate	Medium	Sewer all areas	Rare	Insignificant	Low	5	3	53.00	5	5	55
70	EHO	Nicole Wearne	IDW	DIDW	Operational	Lack of inspections/ follow ups due to lack of resourcing	Insufficient staff and resources to effectively control & respond	Public ilnness, hospitalisation, death, liability to Council	Sharing of service with Hindmarsh, MOUS with Horsham & Yarriambiak	Unlikely	Major	Medium	Workforce planning, Business Continuity Plan	Rare	Minor	Low	4	2	42.00	5	4	54
71	EHO	Nicole Wearne	IDW	DIDW	Operational	Emergency Management	Lack of resources may leade to a service gap in emergency events	Public ilnness, hospitalisation, death, liability to Council	Sharing of service with Hindmarsh, MOUS with Horsham & Yarriambiak, State Government	Unlikely	Major	Medium	Workforce planning, Business Continuity Plan	Rare	Minor	Low	4	2	42.00	5	4	54
72	Local Laws	Adrian Schmidt	IDW	DIDW	Operational	Lack of inspections/ follow ups due to lack of resourcing	Insufficient staff and resources to effectively control & respond	No enforcement, threat to public, Animal Welfare	Other staff authorised to assist, Understanding with adjoining shires to assist	Possible	Minor	Medium	Workforce planning, Business Continuity Plan	Rare	Minor	Low	3	4	34.00	5	4	54
73	Local Laws	Adrian Schmidt	IDW	DIDW	Operational	Emergency Management	Lack of resources may leade to a service gap in emergency events	No enforcement, threat to public, Animal Welfare	Other staff authorised to assist, Understanding with adjoining shires to assist	Possible	Minor	Medium	Workforce planning, Business Continuity Plan	Rare	Minor	Low	3	4	34.00	5	4	54
74	Local Laws	Adrian Schmidt	IDW	DIDW	Operational	Legislative Compliance	Lack of resources to full implement compliance procedures	No enforcement, threat to public, Animal Welfare, Fines/legal action to Council from breaches, public reputational loss	Staff training	Possible	Major	High	Workforce planning, Business Continuity Plan, Training back up staff, agreements with neighbouring shires.	Unlikely	Moderate	Medium	3	2	32.00	4	3	43
75	Local Laws	Adrian Schmidt	IDW	DIDW	Operational	Dangerous Animals	Lack of resources to deal with dangerous animals in a timely manner (i.e size of shire)	Public injury, reputational loss, legal action	Staff training, equipment, Customer Response Management system	Unlikely	Major	Medium	Workforce planning, Business Continuity Plan, Training back up staff, agreements with neighbouring shires.	Rare	Moderate	Medium	4	2	42.00	5	3	53

Ref. No.	DEPARTMENT	RISK OWNER	RISK AREA	Responsible SLT member	THREAT CATEGORY	RISK What can happen and how can it happen?	VULNERABILITIES Potential Causes	POTENTIAL CONSEQUENCES Descriptors	INHERENT CONTROLS	LIKELIHOOD	CONSEQUENCE	RISK RATING	ADDITIONAL TREATMENT CONTROL MEASURES	REVISED LIKELIHOOD	REVISED CONSEQUENCE	REVISED RISK RATING						
76	Local Laws	Adrian Schmidt	IDW	DIDW	Operational	Onsite Visits	Staff on their own working in offendersproperties can be threatened or physically harmed	Injury to staff, potential Workcover/Insurance claims. Loss of staff	Investigate situations, work with Police Training for dealing with difficult circumstances	Possible	Major	High	Additional training, communciation processess and equipment	Unlikely	Major	Medium	3	2	32.00	4	2	42
77	EHO	Nicole Wearne	IDW	DIDW	Operational	Legislative Compliance	Lack of resources to full implement compliance procedures	No enforcement, threat to public, Fines/legal action to Council from breaches, public reputational loss	Staff training, MOU with other Council	Possible	Major	High	Workforce planning, Business Continuity Plan, Training back up staff, agreements with neighbouring shires.	Unlikely	Moderate	Medium	3	2	32.00	4	3	43
78	EHO	Nicole Wearne	IDW	DIDW	Operational	Onsite Visits			Investigate situations, work with Police Satelite phone provided to staff. Training for dealing with difficult circumstances	Possible	Major	High	Additional training, communciation processess and equipment	Unlikely	Major	Medium	3	2	32.00	4	2	42
79	Local Laws	Adrian Schmidt	IDW	DIDW	Operational	Stress / Work Pressure	Low Human Resources and large area, on call	Burn out of staff, Workcover, Sick Leave, reduced performace	Employee support Facility, Employee intractions	Unlikely	Major	Medium	Improve support capabilities, training of other staff, HR officer?	Unlikely	Moderate	Medium	4	2	42.00	4	3	43
80	Local Laws	Adrian Schmidt	IDW	DIDW	Operational	Firearms storage & useage	Lack of training and storage facilites	Theft, personal injury, public injury	Licenced operators, permits, secure storage, risk procederes, training provided	Rare	Moderate	Medium	Additional training for other staff	Rare	Moderate	Medium	5	3	53.00	5	3	53
81	Local Laws	Adrian Schmidt	IDW	DIDW	Operational	Destruction of native vegetation/ fauna	Lack of risk assessments on jobs, lack of training on environmental awareness. No Natural Resource Officer	Fines, damage to ecosystems, reputation	Training, staff awareness, maps and data, job toolbox, procedures & policies	Rare	Major	Medium	Employement of additional resources	Rare	Minor	Low	5	2	52.00	5	4	54
82																	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
83																	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
84																	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
85																	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
86																	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
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Table 1 - Risk Likelihood Ratings and Descriptors

RATING	DESCRIPTION
Almost Certain	The event is expected to occur **once a year or more frequently**
Likely	The event is expected to occur **once every three years**
Possible	The event is expected to occur **once every ten years**
Unlikely	The event is expected to occur **once every thirty years**
Rare	The event is expected to occur **once every 100 years**

Table 2 - Risk Consequence Ratings and Descriptors

RATING	DESCRIPTION
Catastrophic	More than 1 fatalities
	In excess of $2M loss
Major	1 fatality
	$500,000 to $2M loss
Moderate	upto 10 major injuries
	$100,000 to $500,000 loss
Minor	1 major injury
	$10,000 - $100,000 loss
Insignificant	1 or more minor injuries
	< $10,000 loss

Table 3 Risk Analysis Matrix

LIKELIHOOD		CONSEQUENCE				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A -	Almost Certain	Medium	High	High	Extreme	Extreme
B -	Likely	Medium	Medium	High	High	Extreme
C -	Possible	Low	Medium	High	High	High
D -	Unlikely	Low	Low	Medium	Medium	High
E -	Rare	Low	Low	Medium	Medium	High

Table 4 Risk Treatment Strategy

RATING	LEGEND
EXTREME	Improved actions, resources and strategies are required to be implemented IMMEDIATELY to reduce, transfer or control the level of risk
HIGH	Existing actions, resources or strategies must be modified AS SOON AS POSSIBLE to reduce, transfer or control the risk
MEDIUM	Take actions to reduce where benefit exceeds cost and / or continue to implement actions, resources and strategies to prevent and/or reduce the level of risk
LOW	MAINTAIN current actions, resources and strategies to prevent the escalation of the level of risk

Table 2 - Risk Consequence Ratings and Descriptors

Category	Insignificant	Minor	Moderate	Major	Catestrophic
Quality/Reputation	Minor local gossip, no loss to productivity	Regional local gossip, limited loss in productivity	Regional media coverage, contact by department	State media coverage, report to department	National media coverage. Ministerial intervention
Environmental	Localised damage only, no effect on ecosystem	Minor damage to ecosystem, self repair < 6 mths	Damage to ecosystem, self repair >6 months	Damage to ecosystem requiring intervention	Irrecoverable damage to ecosystem
Human - Single Injury	First aid - full recovery	Hospitalisation required for short term - full recovery	Hospitalisation longer term - ongoing health issues	Death	Death
Human - Multiple Injury	First aid - full recovery	Inpatients treatment required by doctor, full recovery <10 cases	Inpatients treatment required, full recovery > 10 cases	Hospitalisation longer term - ongoing health issues - multiple cases	Death - multiple instances
Financial	Less than $10,000	Loss between $10,0001 - $100,000	Loss between $101,000 - $500,000	Loss between $501,000 - $2,000,000	Loss > $2,000,001