

**NOVEMBER 2024  
COUNCIL  
MEETING**



# **FINANCIAL AND NON-FINANCIAL PERFORMANCE REPORTING**

QUARTER 1  
JULY TO SEPTEMBER  
2024

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## 1. Executive Summary

This report is for the period 1 July 2024 to 30 September 2024 and outlines Council's position and performance in the first quarter of the 2024-25 Financial Year.

### **Profit and Loss**

After the first quarter the net surplus is \$18.494 million. This can be attributed to an increase in income for the first quarter of the year which is \$6.672 or 37% higher than expected. Total expenses for the first quarter of the year are \$2.874m or 32% lower than budget at the reporting date.

The higher than budgeted income can be explained by receipt of 80% of the Federal Assistance Grants in July 2024. The lower than budget expenditure can be explained by \$1.763m depreciation amortisation and impairment which was not booked in quarter 1 and \$667,133 lower than expected expenditure on materials & services.

At the end of the quarter, the reviewed forecast deficit for the financial year is consistent with the adopted budget figure of a deficit of \$1.654m.

### **Balance Sheet**

Current assets of council at the end of the quarter are \$26.183 million. Council is holding \$7.6 million between the bank and short-term investments.

Total fixed assets have increased \$1.836 million since the start of the financial year and are expected to increase throughout the year as the capital works program is delivered. These increases have been and will continue to be offset by the recognition of depreciation on existing assets.

Total liabilities have increased \$220,618 since the start of the financial year. The movement is attributed to a decrease in trade and other payables of \$2.499 million since the start of the financial year. This is due to the payment of quarterly Fire Service Levy (FSL) which is held in trust on behalf of the State Revenue Office and the movement of unexpended grants that were recognised as liabilities at the end of the financial year but are now recognised as income in the 2024-25 financial year.

### **Cashflow Statement**

Council is holding \$7.6 million between the bank and short-term investments, an increase of \$736,323 since the start of the year. Net cash inflow from operating activities totalled \$2.550 million, net cash outflows from investing activities totalled \$1.695 million and net cash outflows from financing activities totalled \$78,966.

### **Financial Indicators**

The financial indicators for the first quarter are producing a positive result. This is due to annual rates and charges being raised and issued, whilst expenditure is only three quarters of the way through the year and is currently 32% less than budget estimates. It is predicted that as expenditure increases throughout the next quarter, the financial indicators will decrease and be more inline with budget estimates.

As discussed above, Council is also holding \$7.6 million between bank and investments with maturity less than 12 months, being classified as current assets. This has a positive impact on Council's working capital ratio.

Of this amount, \$3.25 million is held at call with the bank. Council officers are actively monitoring cashflow levels, with the majority of cash inflows expected to be received in February due to rates instalment payments. Council has access to overdraft facilities and short-term investments to ensure Council is able to pay bills on time.

### **Projects**

Management has split the projects into four categories for reporting purposes. Across all categories, Council has a \$13.27 million forecasted capital works program, with 13% expended at the reporting date.

*Property:* Council has a \$3.58 million capital works program being delivered on council owned buildings and associated infrastructure, with 11% being expended during the first quarter of the financial year.

***Plant and Equipment:*** Council has a \$1.60 million capital works program being delivered on council owned plant and equipment, with 3% to be expended during the quarter.

***Roads Infrastructure:*** Council has a \$5.09 million capital works program being delivered on roads related infrastructure, which includes roads, footpaths, drainage, kerb and channels with 24% expended during the quarter.

***Recreation and Open Space:*** Council has a \$3.01 million capital works program being delivered on other infrastructure, with 1% expended during the quarter.

### ***Budget Impact and Changes***

During the quarter Council was successful in receiving \$1,928,998 from the Regional Community Sports Infrastructure Fund for the Hopetoun Swimming Pool Upgrade Project and the Murtoa Recreation Reserve Netball and Tennis Court Upgrade Project.

Council is currently awaiting the outcome of a number of grant submissions aimed at funding items identified in its priority projects list.

### ***Rates and Charges***

2024-25 rate notices were released during the first quarter, with rate payers having the option to pay in full by 15 February 2025 or by four instalments that are due on 30 September 2024, 30 November 2024, 28 February 2025 and 31 May 2025. Due to delays with the printers we have extended the due date for the 1<sup>st</sup> instalment out to the 31 October 2024.

Rates in arrears balance at the end of the quarter was \$1.377 million. This is a reduction of \$44,000 or 3% from the balance at the beginning of the quarter.

### ***Non-Financial Performance***

Indicators noted during the quarter that reached an unacceptable level include:

- 3 complaints remained open greater than 30 days at the reporting date, above the tolerance limit of 0 open complaints greater than 30 days. All of these complaints have progressed and action has been begun, however the complaints have not yet been fully resolved. 16 complaints were received in total during the quarter, with the 13 closed complaints taking an average of 12 days to resolve.
- The Heat Wave Plan, Municipal Fire Management Plan and Early Years Policies Procedures are the only administrative policy and/or plan overdue by 60 or more days at the end of the quarter. Revisions are in progress and expected to be completed in quarter 2.
- Council currently has two open public liability claims.
- Council's Managed Service Provider has not delivered scheduled internal testing of staff knowledge and awareness during this quarter. Alternative options are being sourced to commence late in quarter two to increase staff knowledge and awareness of malicious activity

### ***Occupational Health and Safety***

There was 0 hours of lost time due to injuries during the quarter. 24 incidents, hazards, near misses and public incidents were registered during the quarter, with 4 of these being noted as high risk rating. The 4 high risk items have been addressed and measures are in place to lower the likelihood of recurrence.

### ***Strategic Risk Register***

A review of the ten strategic risks and the associated control measure effectiveness was completed for the quarter, with the risk ratings maintained as per the period quarter.

### ***Conclusion***

Council is working towards delivering a large capital program and delivering on the final components of its 2021-2024 Council Plan objectives through a delivery of a detailed operational plan.



Management will continue to monitor the risks associated with delivering a large capital and operational program by continuously enhancing its reporting for analysis purposes.

## 2. Profit and Loss Statement

Jul 2024 - Sep 2024								
	(YTD)Actuals	(YTD) Budget	Variance	%Variance	Approved Budget Full Year	Full Year Forecast	Note	
<b>Operating Income</b>								
Asset Disposal	146,939	0	146,939	N/A	250,000	250,000		
Grants Commonwealth Capital	0	356,906	(356,906)	(100%)	2,534,273	2,534,273	1	
Grants Commonwealth Operating	6,202,800	1,794,516	4,408,284	246%	7,178,066	7,180,514	2	
Grants Vic Capital	1,906,592	364,491	1,542,101	423%	745,841	745,841	3	
Grants Vic Operating	1,581,240	436,615	1,144,625	262%	1,972,080	2,025,074	4	
Other Income	243,641	132,282	111,359	84%	520,396	520,396	5	
Rates and Charges	14,292,101	14,603,246	(311,146)	(2%)	14,948,246	14,948,246		
Statutory Fees and Fines	55,891	44,091	11,800	27%	205,564	205,564	6	
User Fees	110,306	134,872	(24,565)	(18%)	629,717	632,787	7	
<b>Total Operating Income</b>	<b>24,539,510</b>	<b>17,867,020</b>	<b>6,672,491</b>	<b>37%</b>	<b>28,984,184</b>	<b>29,042,695</b>		
<b>Total Operating Income</b>	<b>24,539,510</b>	<b>17,867,020</b>	<b>6,672,491</b>	<b>37%</b>	<b>28,984,184</b>	<b>29,042,695</b>		
<b>Operating Expenses</b>								
Asset Disposal	0	250,000	250,000	100%	380,000	380,000		
Bad & Doubtful Debts	1,676	0	(1,676)	N/A	4,000	4,000		
Contributions and Donations	408,020	524,118	116,098	22%	612,051	612,051	8	
Depreciation Amortisation & Impairment	0	1,763,172	1,763,172	100%	7,052,691	7,052,691	9	
Employee Costs	2,964,949	3,208,922	243,973	8%	13,566,716	13,575,157		
Finance Costs	4,029	4,029	0	0%	16,116	16,116		
Materials and Services	1,300,711	1,967,844	667,133	34%	7,319,332	7,370,302	10	
Other Expenses	1,365,580	1,201,748	(163,833)	(14%)	1,687,599	1,688,541	11	
<b>Total Operating Expenses</b>	<b>6,044,966</b>	<b>8,919,833</b>	<b>2,874,867</b>	<b>32%</b>	<b>30,638,505</b>	<b>30,698,858</b>		
<b>Net Profit</b>	<b>18,494,544</b>	<b>8,947,187</b>	<b>9,547,357</b>	<b>107%</b>	<b>(1,654,322)</b>	<b>(1,656,163)</b>		

## 3. Notes to the Profit and Loss Statement

Note	Item	Explanation of Variance
<b>Income</b>		
1	Grants Commonwealth Capital	<b>Q1:</b> Roads to Recovery funding which is normally claimed in Q1 will be claimed in Q2.
2	Grants Commonwealth Operating	<b>Q1:</b> The 80% of the Federal Assistance Grants (FAGs) was paid in July 2024. The remainder will be paid quarterly.
3	Grants Vic Capital	<b>Q1:</b> \$553,541 is related to the reversal of the unexpended grants related to operating projects which were held on the Balance Sheet as at the 30 June 2024. This includes \$324,991

		for the housing projects and \$200,000 for stage 2 of the Dunmunkle Library project. The variance includes \$606,000 for the Hopetoun Swimming Pool Project and \$76,160 for the Mobile Recycling Station which were not budgeted.
4	Grants Vic Operating	<b>Q1:</b> \$611,278 is related to the reversal of the unexpended grants related to capital projects which were held on the Balance Sheet as at the 30 June 2024. Majority of this funding related to \$320,000 Natural Disaster Recovery Fund, \$286,649 Tourism Flagship projects. This also includes \$551,318 for the Murtoa Recreation Reserve Tennis/Netball Courts upgrades project.
5	Other Income	<b>Q1:</b> The variance in other income includes insurance recoupment of \$38,980 for settlement of the Warracknabeal Children's Centre which was not budgeted, Legal costs recovered \$38,311, scrap metal recycling \$16,984 and \$46,250 from the Wimmera Catchment Management Authority to undertake a Business Case for Whitton Swamp Project.
6	Statutory Fees and Fines	<b>Q1:</b> Council is following up on unregistered animals which is \$21,399 more than what was budgeted for quarter 1. Planning fees are \$8,156 down on what was budgeted for the quarter.
7	User Fees	<b>Q1:</b> Variance for the quarter is mainly due to Livestock Exchange being down by \$10,073 compared to budget, rents are down \$9,181 which is a result of timing of when the rent is budgeted to be received and the Leisure Centre being down \$3,700 due to the Centre being closed for insurance repairs.

### Expense

8	Contributions and Donations	<b>Q1:</b> Annual contributions to halls, recreation reserves, swimming pools, progress associations and weir pools are usually paid out during September to November.
9	Depreciation Amortisation & Impairment	<b>Q1:</b> Depreciation has not been booked for buildings, plant, furniture & equipment and infrastructure assets. This will be booked in the second quarter.
10	Materials and Services	<b>Q1:</b> The main variances in this area are contractors are down by \$400,466 which is due mainly to timing of works, consultants are \$79,696 down on budget, materials is down \$74,642 and fuel is also down \$84,363 compared to budget.
11	Other Expenses	<b>Q1:</b> Variance relates mainly to insurance being \$113,251 more than what was budgeted, lease rentals are also \$48,851 more than budgeted

## 4. Balance Sheet

	Sep 2024	Jun 2024			
	Actuals	Actuals	Variance	% Variance	Note
<b>Assets</b>					
<b>Current Assets</b>	<b>26,183,436</b>	<b>9,304,751</b>	<b>16,878,685</b>	<b>181%</b>	<b>1</b>
Bank	3,256,652	2,483,656	772,996	31%	
Financial Assets	78,016	365,156	(287,141)	(79%)	
Investments	4,246,289	4,246,289	0	0%	
Inventory	442,848	368,253	74,595	20%	
Trade & Other Receivables	18,159,632	1,841,397	16,318,234	886%	
<b>Fixed Assets</b>	<b>168,544,525</b>	<b>166,708,049</b>	<b>1,836,477</b>	<b>1%</b>	<b>2</b>
Land	4,703,017	4,703,017	0	0%	
Plant & Equipment	6,986,298	6,605,374	380,924	6%	
Infrastructure Assets	124,015,515	124,015,515	0	0%	
Buildings	27,520,492	27,520,492	0	0%	
Work in Progress - Assets	5,319,203	3,863,650	1,455,553	38%	
<b>Non-Current Assets</b>	<b>1,335,530</b>	<b>1,335,530</b>	<b>0</b>	<b>0%</b>	
Investments	288,242	288,242	0	0%	
Right of Use Assets	1,047,288	1,047,288	0	0%	
<b>Total Assets</b>	<b>196,063,491</b>	<b>177,348,329</b>	<b>18,715,162</b>	<b>11%</b>	
<b>Total Assets</b>	<b>196,063,491</b>	<b>177,348,329</b>	<b>18,715,162</b>	<b>11%</b>	
<b>Liabilities</b>					
<b>Current Liabilities</b>	<b>7,002,093</b>	<b>6,781,475</b>	<b>(220,618)</b>	<b>(3%)</b>	<b>3</b>
Provisions	3,026,565	3,002,798	(23,767)	(1%)	
Trade & Other Payables	401,960	2,901,608	2,499,648	86%	
Trusts Funds & Deposits	155,825	138,106	(17,719)	(13%)	
Lease Liability	369,890	369,890	0	0%	
Trust Funds & Deposits - Fire Services Levy	3,017,047	328,244	(2,688,803)	(819%)	
Loans & Borrowings Current	30,806	40,829	10,023	25%	
<b>Non-Current Liabilities</b>	<b>1,740,594</b>	<b>1,740,594</b>	<b>0</b>	<b>0%</b>	
Lease Liability	763,503	763,503	0	0%	
Loans & Borrowings	439,483	439,483	0	0%	
Provisions	537,608	537,608	0	0%	
<b>Total Liabilities</b>	<b>8,742,687</b>	<b>8,522,069</b>	<b>(220,618)</b>	<b>(3%)</b>	
<b>Total Liabilities</b>	<b>187,320,804</b>	<b>168,826,260</b>	<b>18,494,544</b>	<b>11%</b>	
<b>Equity</b>					
<b>Equity</b>	<b>187,320,804</b>	<b>168,826,260</b>	<b>18,494,544</b>	<b>11%</b>	
Accumulated Surplus	74,584,000	74,584,000	0	0%	
Reserves	82,646,591	82,646,591	0	0%	
Retained Earnings	11,595,669	14,942,325	(3,346,656)	(22%)	
Current Earnings	18,494,544	(3,346,656)	21,841,200	653%	
<b>Total Equity</b>	<b>187,320,804</b>	<b>168,826,260</b>	<b>18,494,544</b>	<b>11%</b>	








## 5. Notes to the Balance Sheet






Note	Item	Explanation of Variance
1	Current Assets	<p><b>Q1:</b> Council is holding approximately \$7.58 million between the bank and short term (less than 12 months) investments. At present short-term investments provide Council with the greatest return. Interest rates will continue to be monitored to ensure Council is achieving maximum return on investment.</p> <p>Trades and Other Receivables has increased due to the Rates and Charges for the 2024-25 financial year being raised and issued in September. The first instalment payment was due at the end of September 2024 but has been extended until the end of October 2024 due to issues with the printers.</p>
2	Fixed Assets	<p><b>Q1:</b> There has been some movement to report between end of financial year and 30 September 2024. Plant and equipment increased by \$380,923 after the purchase of Library books (\$3,110) and the Scania Flocon Unit (\$377,813)</p> <p>Work in progress has increased by \$1.45 million for quarter 1 due to our large capital work program currently being delivered.</p> <p>Accumulated depreciation has not been processed for quarter 1.</p>
3	Current Liabilities	<p><b>Q1:</b> There has been a \$2.49 million decrease in Trades and Other Payables from 30 June to 30 September 2024. The annual Fire Service Levy (FSL) raised with the annual rates is held in trust on behalf of the State Revenue Office. As Council collects the FSL from the ratepayers these monies will be paid to the State Revenue Office on a quarterly basis. This movement was offset by the movement of unexpended grants that were recognised as liabilities at the end of the financial year but are now recognised as income in the 2024-25 financial year.</p>

## 6. Cashflow Statement

	1 Jul to 30 September 2024 Actuals	30 June 2025 Budget
<b>Cash flows from Operating Activities</b>		
Rates and charges	2,159,460	14,001,349
Statutory fees and fines	41,527	205,564
User fees	257,997	629,717
Grants - operating	6,583,721	9,150,146
Grants - capital	1,906,592	3,280,114
Interest received	12,252	280,400
Contributions - monetary	0	35,500
Trust funds and deposits taken	(2,706,522)	0
Other receipts	19,256	204,496
Net GST refund	137,483	551,476
Employee costs	(2,808,825)	(13,566,716)
Materials and services	(1,357,796)	(7,696,589)
Other payments	(1,694,613)	(2,300,580)
<b>Net Cash Flows from Operating Activities</b>	<b>2,550,532</b>	<b>4,774,877</b>
<b>Cash flows from Investing Activities</b>		
Proceeds from sale of property, plant and equipment	146,939	250,000
Payment for property, plant and equipment	(1,836,477)	(8,643,234)
Other cash items from investing activities	(5,705)	0
<b>Net Cash Flows from Investing Activities</b>	<b>(1,695,243)</b>	<b>(8,393,234)</b>
<b>Cash flows from Financing Activities</b>		
Repayment of short-term loans	(10,023)	(40,829)
Interest paid - lease liability	(68,943)	(16,116)
<b>Net Cash Flows from Financing Activities</b>	<b>(78,966)</b>	<b>(56,945)</b>
<b>Net Cash Flows</b>	<b>776,323</b>	<b>(3,675,302)</b>
<b>Cash and Cash Equivalents</b>		
Cash and cash equivalents at beginning of period	6,827,825	10,816,583
<b>Cash and cash equivalents at end of period</b>	<b>7,602,472</b>	<b>7,141,281</b>

## 7. Financial Indicators Summary

No Action Required			
Requires Active Monitoring			
Immediate Action Required			
As of 30 September 2024	Actual YTD	2024/25 Budget	Indicator
<p><b>Adjusted underlying result (OP1)</b></p> <p>Measure: Adjusted underlying surplus (deficit) / Adjusted underlying revenue.</p> <p>Community Outcome / Data Use: Assessment of whether Council can generate a surplus. A significant surplus (or deficit) achieved in a particular financial year does not necessarily indicate good or bad financial performance in that year.</p> <p><b>Q1:</b> The full rates income is being accounted for in the first quarter as rates and charges for the 24-25 financial year have been raised and issued, whilst only the first quarter expenditure has occurred. This is producing a positive position; however, it is expected to decline in the next three quarters as expenditure increases. .</p>	73.29%	(7.23%)	
<p><b>Working Capital (L1)</b></p> <p>Measure: Current assets / current liabilities.</p> <p>This measures whether a Council can generate sufficient cash to pay bills on time.</p> <p>Community Outcome / Data Use: Assessment of Council's financial position. Higher assets relative to liabilities suggests Councils are in a strong position.</p> <p><b>Q1:</b> Working capital has increased due to annual rates and charges being raised in the quarter that are represented as trade receivables. This is producing a positive position; however, it is expected to in line with budgeted figure in the next three quarters as the financial year progresses.</p>	373.90%	280.79%	
<p><b>Unrestricted Cash (L2)</b></p> <p>Measure: Unrestricted cash / current liabilities.</p> <p>This measures unrestricted cash as a percentage of current liabilities.</p> <p>Community Outcome / Data Use: assessment of Council's abilities to pay bills on time. Higher unrestricted cash relative to liabilities suggests Councils are able to pay bills in a timely manner.</p> <p><b>Q1:</b> Unrestricted cash balances for the 1<sup>st</sup> quarter is 1.07 times greater than Council's current liabilities for the 1<sup>st</sup> quarter which highlights Council is in a strong position to pay bills on time.</p>	107.14%	195.68%	
<p><b>Loans and Borrowings (O2)</b></p> <p>Measure: Interest bearing loans and borrowings / rate revenue.</p> <p>This measures whether the level of debt and other long-term obligations is appropriate to the size and nature of the Council's activities.</p> <p>Community Outcome / Data Use: Assessment of whether Council's level of interest-bearing loans and borrowings are appropriate to the size and nature of Council's activities. Demonstration of Council managing its borrowing strategy in relation to the revenue it raises.</p> <p><b>Q1:</b> Council drew down an interest-bearing loan during 2023/24 financial year. Re-payments are made quarterly.</p>	3.29%	2.94%	
<p><b>Loans and Borrowings (O3)</b></p> <p>Measure: Interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue.</p> <p>Community Outcome / Data Use: Same as (O2)</p>	0.07%	0.38%	

<p><b>Indebtedness (O4)</b></p> <p>Measure: Non-current liabilities / own source revenue.</p> <p>Community Outcome / Data Use: Assessment of whether Council's long-term liabilities are appropriate to the size and nature of Council activities. Lower proportion of non-current liabilities suggests greater capacity to meet long term obligations.</p> <p><b>Q1:</b> Council's own source revenue is 0.11 times greater than non-current liabilities, which indicates Council has strong capacity to meet its long-term obligations, however this is lower than budget.</p>	11.73%	6.87%	
<p><b>Asset Renewal and Upgrade (O5)</b></p> <p>Measure: Asset renewal and upgrade expenditure / depreciation.</p> <p>Community Outcome / Data Use: Assessment of whether Council assets are being renewed or upgraded as planned. It compares the rate of spending on existing assets through renewing, restoring, replacing or upgrading existing assets with depreciation. Ratios higher than 1.0 indicate there is a lesser risk of insufficient spending on Council's asset base.</p> <p><b>Result is less than 50</b> – Spending on existing assets has not kept pace with the consumption of these assets. This highlights a need to prioritise asset maintenance.</p> <p><b>Results between 50 and 100.0</b> – May indicate insufficient spending on renewal or upgrading. This may highlight a need for better asset maintenance planning.</p> <p><b>Result is more than 100.0</b> – Demonstrates Council's commitment to investing in the renewal and upgrading of its community infrastructure and assets.</p>	To be reported annually	76.24%	N/A
<p><b>Rates Concentration (S1)</b></p> <p>Measure: Rate revenue / adjusted underlying revenue.</p> <p>Community Outcome / Data Use: Assessment of whether Council can generate revenue from a range of sources to fund services and activities. Lower proportion of rate to underlying revenue suggests greater stability.</p> <p>Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The trend indicates that Council will become more reliant on rate revenue compared to all other revenue sources.</p>	63.15%	52.98%	
<p><b>Rates Effort (S2)</b></p> <p>Measure: Rate revenue / capital improved value of rateable properties in the municipality.</p> <p>Community Outcome / Data Use: Assessment of whether Councils set rates an appropriate level. Lower proportion of rate revenue suggests a reduced rate burden on the community.</p>	0.25%	0.23%	
<p><b>Expenditure Level (E2)</b></p> <p>Measure: Total expenditure / No. of property assessments. (7061)</p> <p>Community Outcome / Data Use: Assessment of whether resources are being used efficiently to deliver services.</p>	\$863.57	\$4,289	
<p><b>Revenue Level (E4)</b></p> <p>Measure: General rates and municipal charges / no. of property assessments (7,067)</p> <p>Community Outcome / Data Use: Same as (E2).</p>	\$1,787	\$1,799	

## 8. Rates and Charges

Ward Total Rates & Charges	2023//2024 Budget	2023//2024 Actuals	2024/2025 Budget	Actual YTD Receipts	Rebates	Outstanding Rates		Total
						Current	Arrears/Legal/Interest	
Dunmunkle	\$4,931,401.59	\$339,273.95	\$7,451,485.68	-\$395,786.39	-\$84,839.47	\$6,976,144.02	\$371,024.40	\$7,347,168.42
Hopetoun	\$4,429,568.92	\$624,679.53	\$7,186,649.82	-\$496,389.53	-\$67612.01	\$6,618,063.90	\$754,725.03	\$7,372,788.93
Warracknabeal	\$6,420,361.02	\$457,053.83	\$2,571,704.25	-\$415,796.66	-\$87,375.31	\$2,241,549.20	\$251,743.74	\$2,493,292.94
<b>Grand Total</b>	<b>\$15,781,331.53</b>	<b>\$1,421,007.31</b>	<b>\$17,209,839.75</b>	<b>-\$1,307,972.58</b>	<b>-\$239,826.79</b>	<b>\$15,835,757.12</b>	<b>\$1,377,493.17</b>	<b>\$17,213,250.29</b>

**2023-24 Budget:** Represents the amount raised in the 2023-24 financial year for General Rates, Fire Services Levy, Waste and Garbage Charges, Recycling Charges and the Municipal Charge.

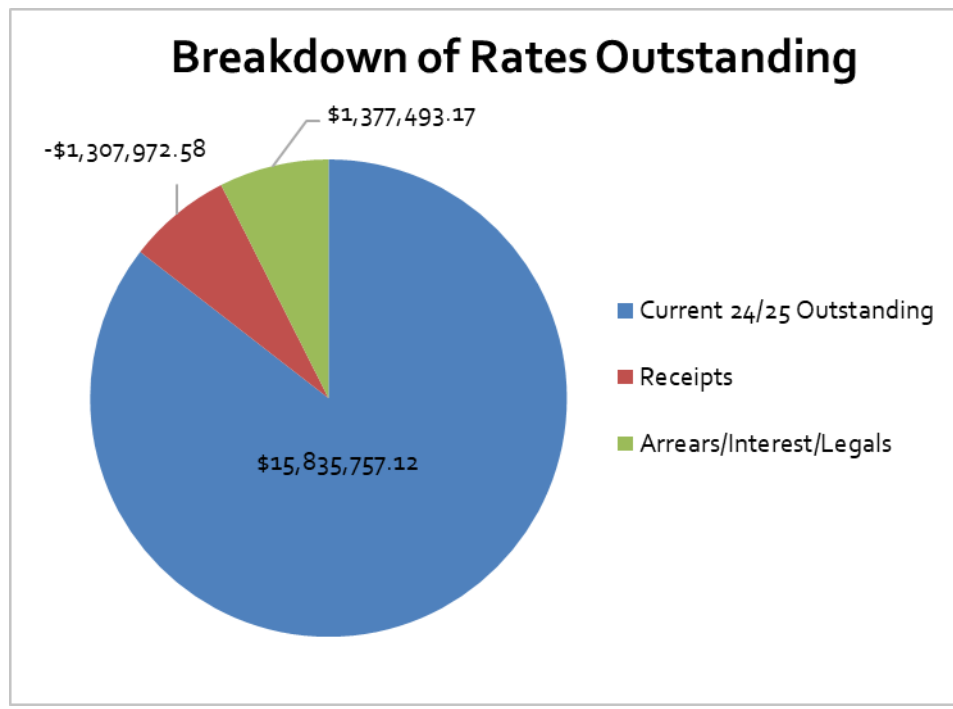
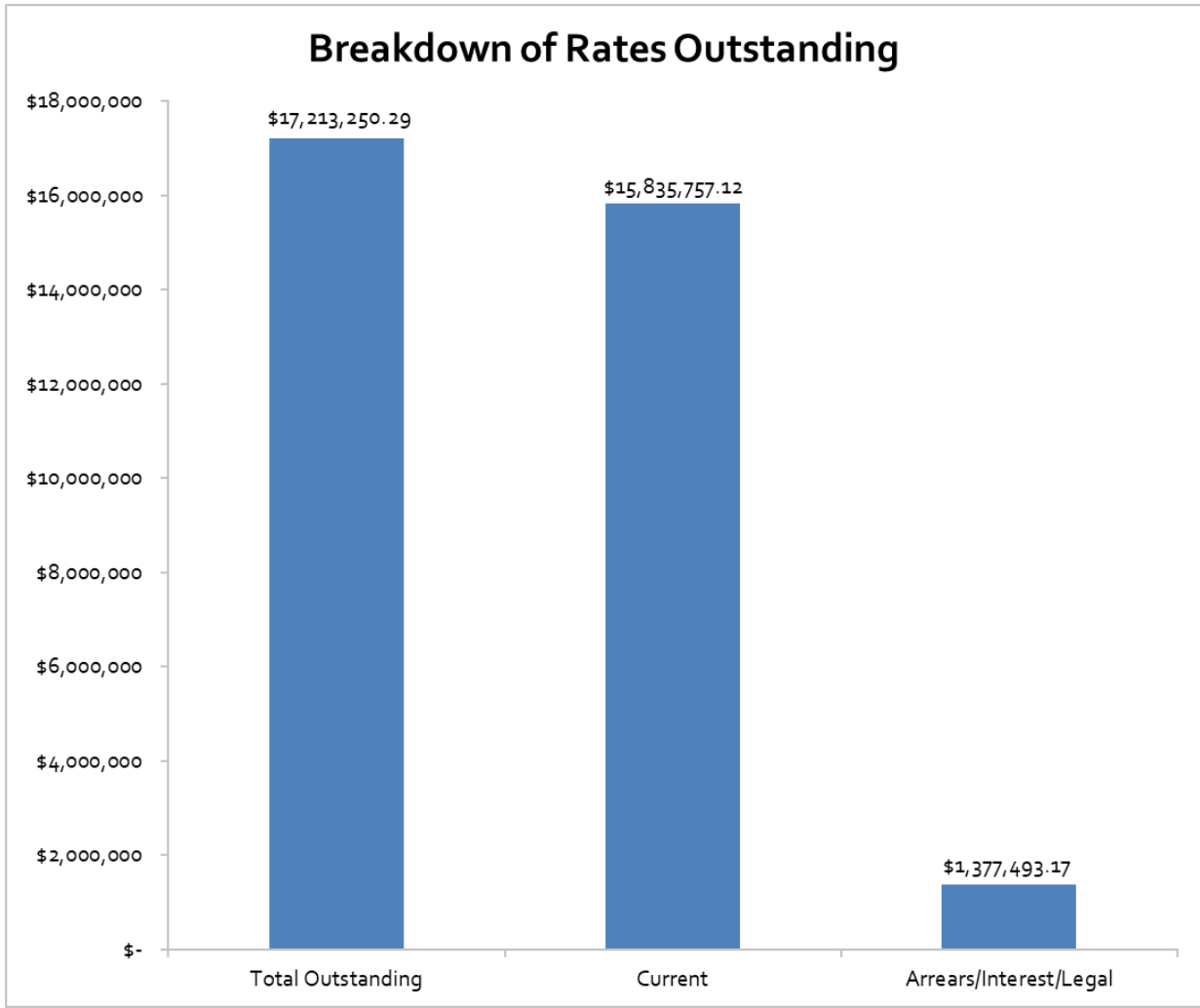
The **2023-24 Actuals** relates to the amount outstanding from the above raised charges as of 30 June 2024.

The **2024-2025 Budget** represents the amount raised in General Rates, Fire Services Levy, Waste and Garbage Charges, Recycling Charges and the Municipal Charge for the 2024-25 financial year.

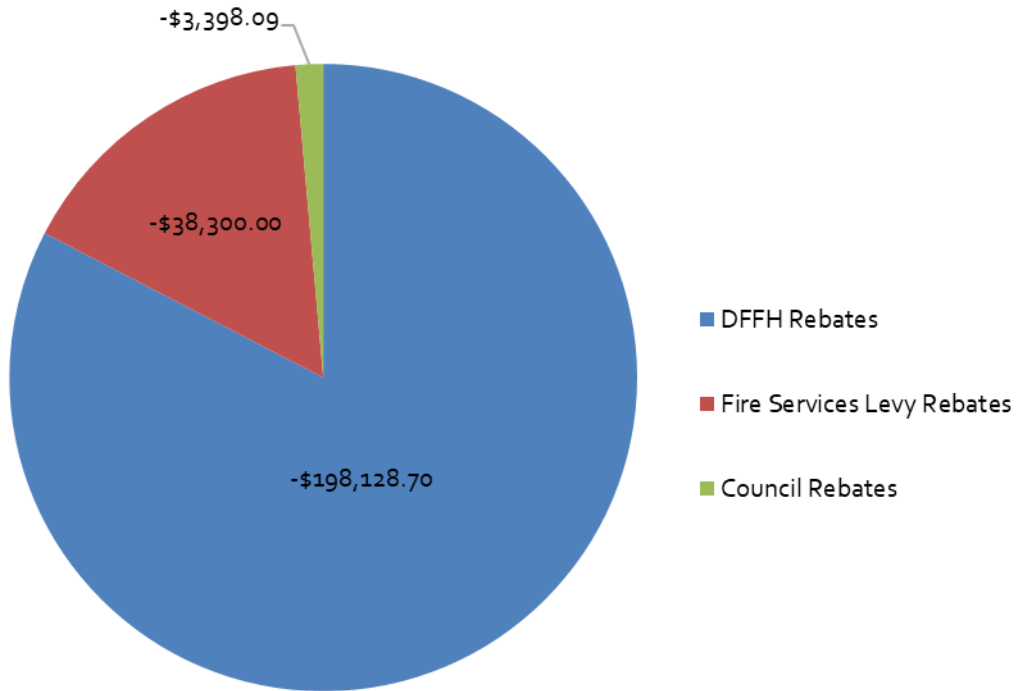
The **Actual YTD Receipts** represents the value collected as of 30 September 2024 along with the **Rebates** to be claimed from the Department of Families, Fairness and Housing and State Revenue Office. The receipts relate to both arrears payments and/or current rates and charges.

**Outstanding Rates** is separated into three categories. Current represents the balance owing on the Rates and Charges raised for the current financial year (e.g., Budget \$17.2m raised, \$15.8m currently outstanding). Arrears/Legal/Interest is amount outstanding from prior years, providing a total balance of current and arrears outstanding rates and charges.

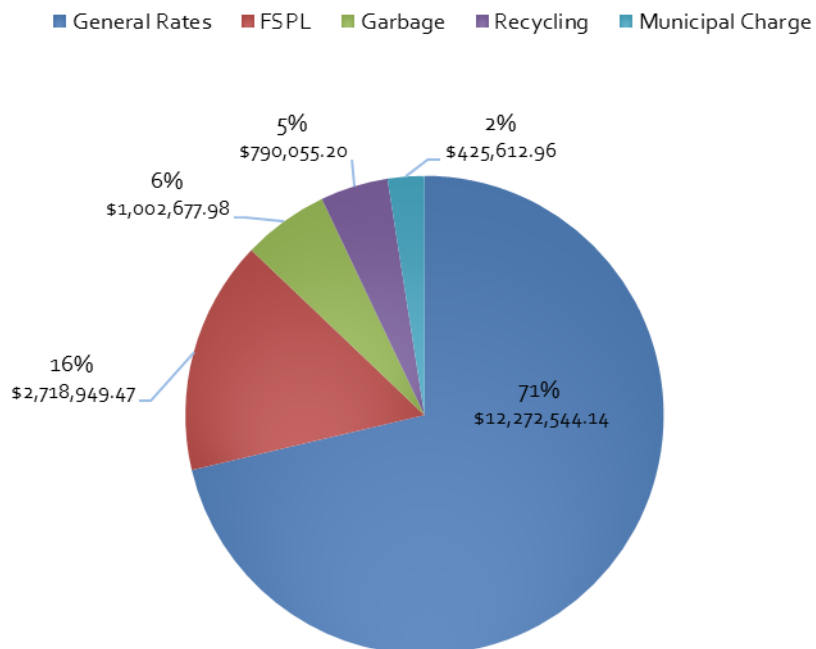
**Debt Collection:** Council has referred outstanding rates and charges to our Debt Collection Agency where there is a likelihood that the amount maybe recovered.



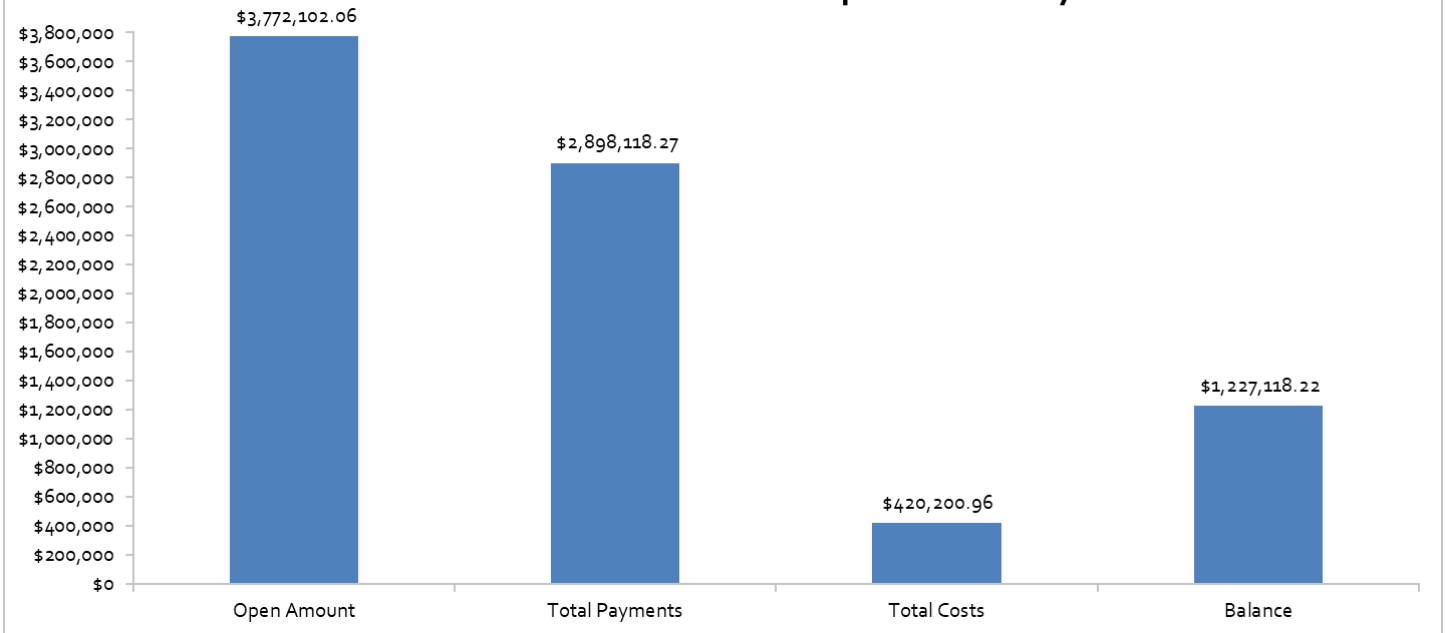
## 2024/25 Rebates



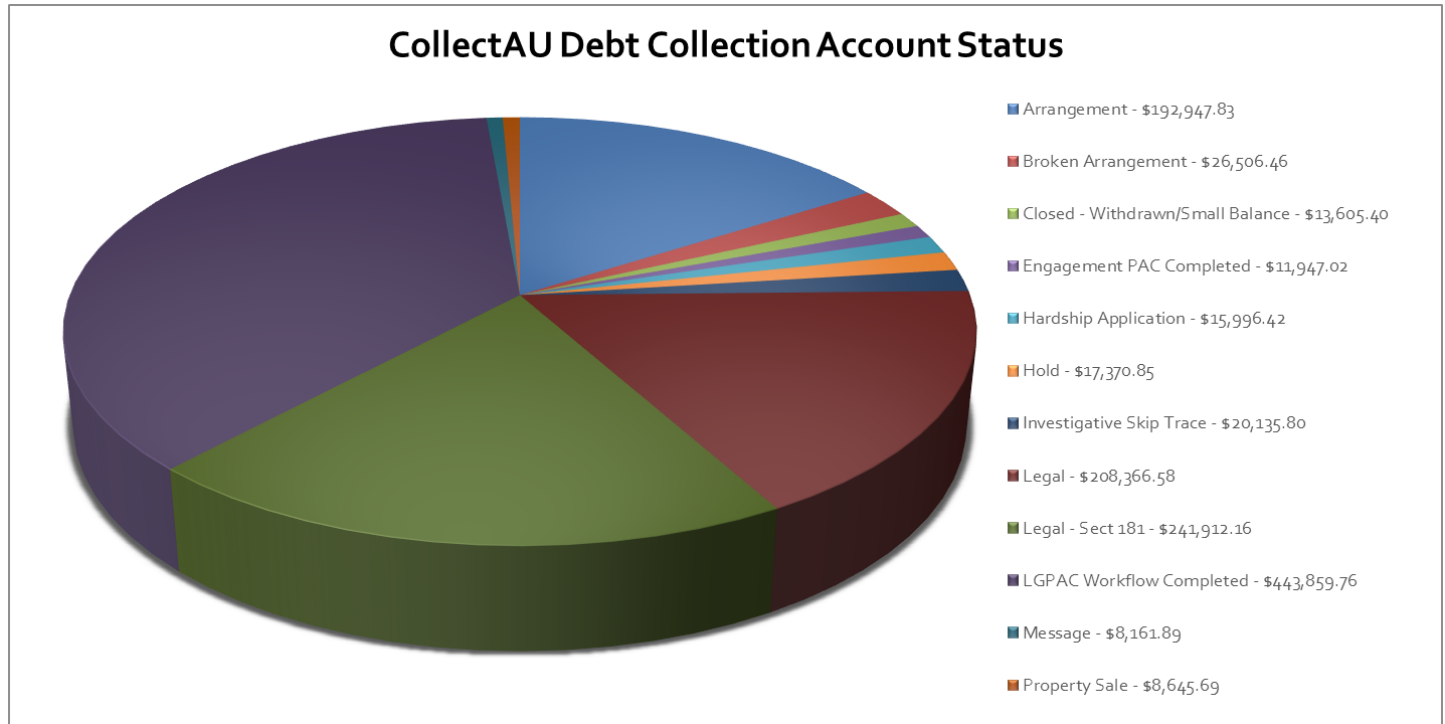
## Rates & Charges Calculation 2024/25



### CollectAU Debt Collection Report Summary



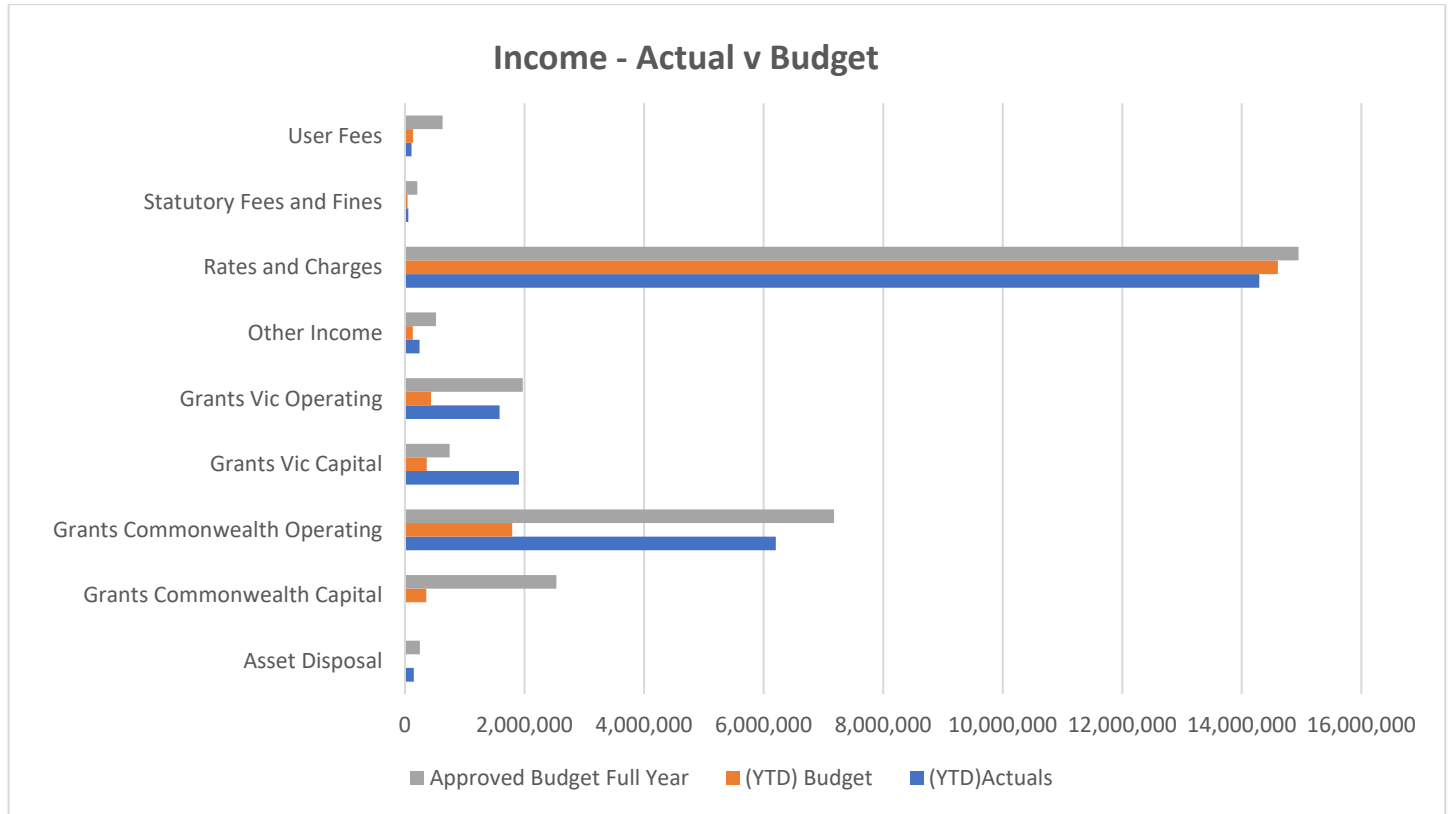
### CollectAU Debt Collection Account Status



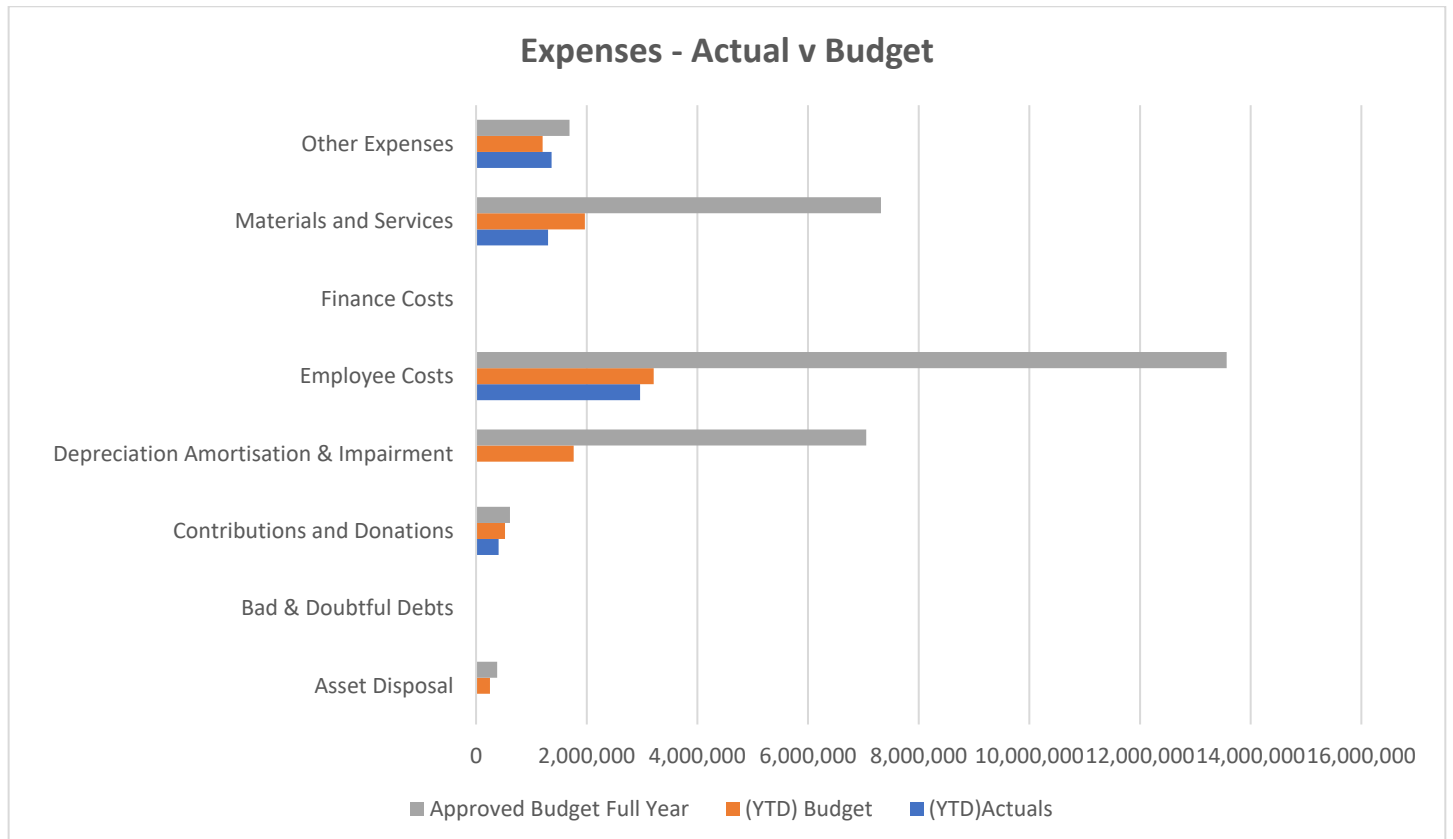


## 9. Graphs

### Income



### Expenses



## 10. Summary of Budget Impacts and Changes

Outlined below is the fund received since the development and adoption of the 2024-25 Financial Year budget.

Description of Project	Funding Source	Amount Received
Hopetoun Swimming Pool Upgrade Project	State Government - Regional Community Sports Infrastructure Fund	1,010,000
Murtoa Recreation Reserve Netball and Tennis Court Upgrade Project	State Government - Regional Community Sports Infrastructure Fund	918,998

### Disaster Recovery Funding Arrangement Status Update

Council has made a claim to the Federal Government under the Disaster Recovery Funding Arrangement from the impact of the floods and severe weather events in October 2022.

Council was paid \$1.753 million as an advanced DRFA payment in response to the rain event. We undertook \$3.5 million of works and are currently undergoing the claims process.

To date we have had \$754,977 of expenditure approved. This is offset against the \$1.753 million advanced payment.

## 11. Quarterly Statement – 181G Local Government Act 1989

The Chief Executive Officer must ensure that the quarterly financial statements include the following information:

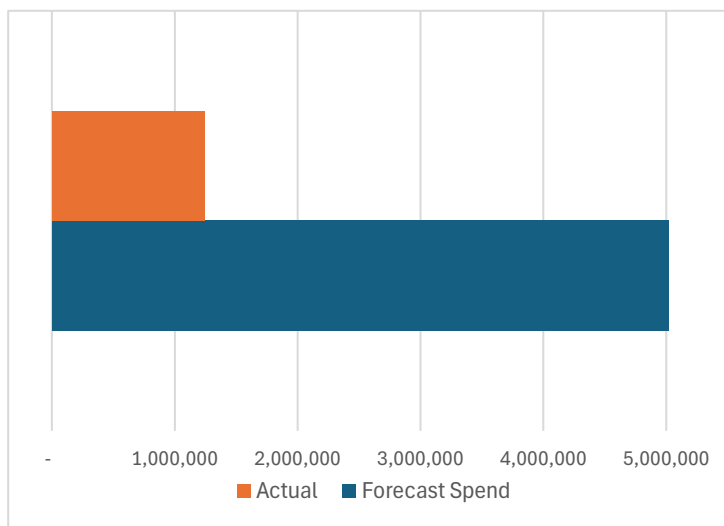
Record of each Environmental upgrade agreement entered into in the last quarter, and the rateable land to which the agreement relates	<ul style="list-style-type: none"> <li>Nil</li> </ul>
Each environmental upgrade charge approved in respect of the agreements referred above and the value of the charges.	<ul style="list-style-type: none"> <li>Nil</li> </ul>
The total number of environmental upgrade charges in operation in the last quarter.	<ul style="list-style-type: none"> <li>Nil</li> </ul>
The total value of all environmental upgrade charge payments that have fallen due and have not been paid	<ul style="list-style-type: none"> <li>Nil</li> </ul>
The total value of all environmental upgrade charge payments that are yet to fall due.	<ul style="list-style-type: none"> <li>Nil</li> </ul>

## 12. Capital Works & Projects Program

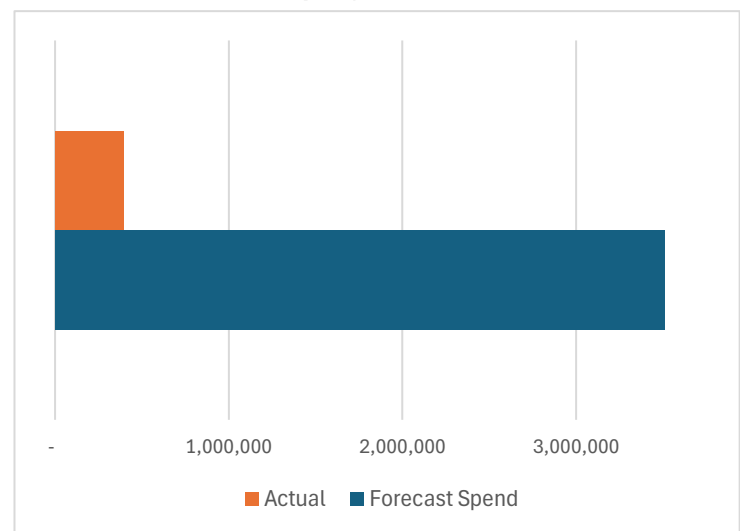
Category	Adjusted Budget *	Forecast Spend	Actual	Remaining	Expenditure Progression
Infrastructure	5,089,180	5,089,180	1,244,714	3,844,467	24%
Plant & Equipment	1,600,155	1,600,155	40,588	1,149,567	3%
Property	3,419,167	3,580,634	396,050	3,184,584	11%
Recreation & Open Space	588,150	3,001,946	19,842	2,982,104	1%
	<b>10,696,652</b>	<b>13,271,916</b>	<b>1,701,194</b>	<b>11,160,722</b>	<b>13%</b>

\* Adjusted budget is calculated as the sum of adopted budget 2024-25 and carry forward projects from the 2023-24 financial year

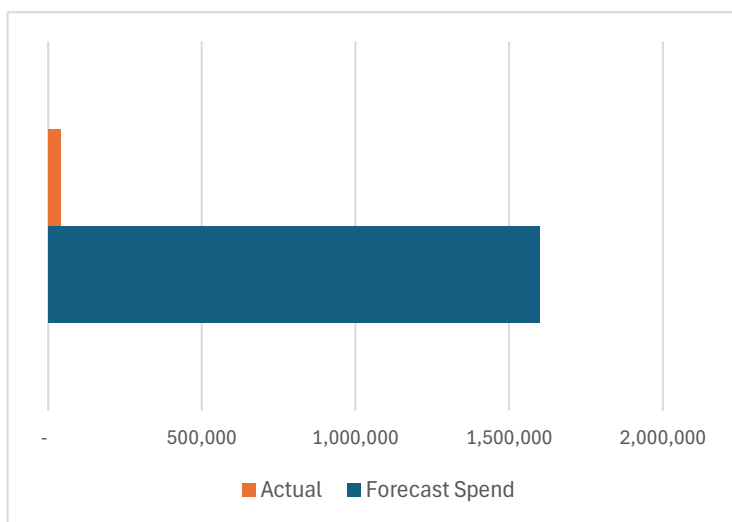
Infrastructure



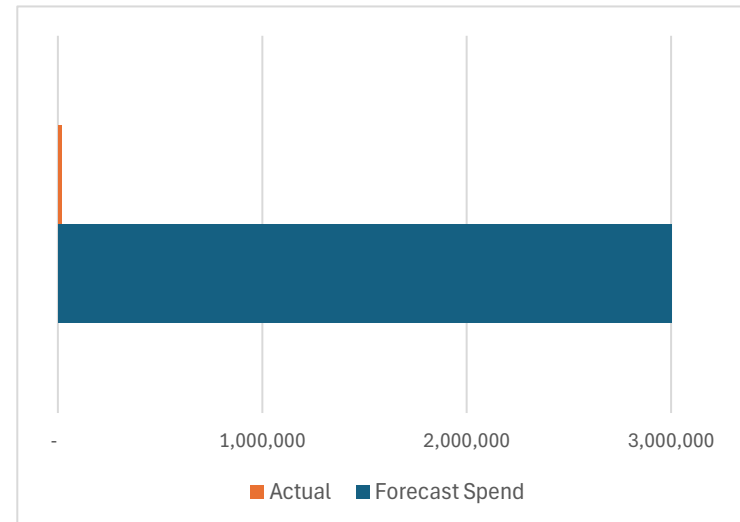
Property



Plant & Equipment







Recreation & Open Space













## 13. Non-Financial Performance Reporting








### Performance Indicator






	Acceptable	
	Tolerable	
	Unacceptable	

Strategic Risk	Risk appetite statement	Source / Indicator	Acceptable Tolerance Range	Tolerance Traffic Light Indicator Qtr 1	Comment on 1 <sup>st</sup> Quarter Results
Financial	A cautious appetite for financial volatility and desire to carefully control costs.  We will monitor this by:  <ul style="list-style-type: none"> <li>We operate within the approved organisational budget expenditure limit of ≤10.0% (Operational, Capital and Labour).</li> </ul>	Annual Councillor approved budget	1.0% – 5.0%		Expenditure is currently within acceptable tolerance range and is 14% less than budget at the end of quarter 1 (after considering depreciation).
	Decrease in rates debtors from prior financial year by 10.0%		= or >10.0% (annually)		As of 1 July 2024 the rates debtors in arrears were \$1.421 million.  At 30 September, the arrears balance has decreased to \$1.377million. This is an increase of \$44,000 for the quarter or 3.1%.
	<ul style="list-style-type: none"> <li>Effective capital works planning, with Council having a &lt;15% Capital Works underspend at the end of the Financial Year in the Capital Works program</li> </ul>		= or < 15%	N/A	This metric is reported annually.
	<ul style="list-style-type: none"> <li>Suppliers paid in 30 days or less</li> </ul>		30 days or less		The average creditor days for July, August and September was 3.22 days.
	Completing the Local Government Performance Reporting bi-annually and the ratio's quarterly to Councillors and A&R Committee.		Quarterly		Annual Local Government Performance Reporting completed, audited and draft presented to Audit and Risk Committee on 23 September 2024 Meeting.




	Completing the Financial Reporting to VAGO and Local Government Victoria within required timeframes	Sector VAGO Audits Local Government Report	Days Late = 0	-	This metric is reported annually. The Financial reporting to VAGO is currently in progress and expected to be completed within required timeframes for the 2023-24 financial report and performance statement
Talent Management	An accepting appetite for applying new approaches to ensure we remain an employer of choice in our region, while maintaining safety and service levels.  We will do this by: <ul style="list-style-type: none"> <li>maintaining an annualised staff turnover rate of 18% or less over a rolling 12-month period.</li> </ul>	Sector Average staff turnover based on 22/23 VAGO LG Audit Results	≤18%		Number of permanent staff resignations and terminations / Average number of permanent staff for a rolling twelve month period to 30 September 2024 is 13.0%  During the September reporting quarter, there were 6 staff commencement employment at Council and 5 staff resignations.
	<ul style="list-style-type: none"> <li>ensuring our rate of staff absenteeism remains at ≤5% in each month.</li> </ul>		<5.0%		The rate of absenteeism is at 6.01%, an increase from last quarter (5.12%).
	<ul style="list-style-type: none"> <li>less than five accepted workers' compensation claims annually.</li> </ul>	2019 sector benchmark	<5		There was one new WorkCover claim lodged during the quarter, which remained open at the end of the quarter.
	<ul style="list-style-type: none"> <li>Maintain the number of staff with excess of 8 weeks leave at &lt;10%.</li> </ul>	Key Pay Reports	<10.0%		12 (9.23%) staff with leave more than 8 weeks. 2 of the 12 Staff with excess leave will have leave plans developed to ensure they take leave within the next 12 months.
Reputational	A cautious appetite to lose a valued position of trust with our community.  We will maintain a level of community engagement of at least 60%.	Councillor - approved minimum level	≥60%	-	Community satisfaction survey for overall performance in 2024 was 58 in, down 1 from 2023 result of 59. This result was received in June 2023 quarter.
	We will address all complaints within their required timeframes in accordance with Council's Complaints Handling Policy		Complaints open <28 days		During the quarter, 16 complaints were received, with 13 of these closed. The average resolution time for these complaints for the quarter was 12 days.  A total of 5 complaints remain open at the end of the quarter. At 30 September 2024, three complaints were greater than 30 days. This related to a complaint around the Scott Street Amenities Block which has been scheduled to be rectified with the building renovations planned in this years project. Two related to road maintenance which has been reviewed and initial action undertaken. Works to rectify have been scheduled to take place when equipment is available in the area.

					There were no internal or external Dispute resolution requests. No trends or systemic issues identified in complaints
Innovation	An accepting appetite to innovate through projects and R&D to benefit our community. We accept that 10% of project effort may not result in immediate or direct community benefits as long as lessons are learned for future services and products.	Annual Councillor approved budget	≥10%		Council has as invested significant time in preparing funding submissions for grants. Section 10 identifies significant successful funding submissions received during the financial year.
Corporate Governance, Compliance and Liability	A very controlled appetite for information security breaches, frauds or proven ethical complaints. We maintain a zero tolerance for such events. We will monitor this level by: <ul style="list-style-type: none"> <li>Reporting on Number of Policies overdue, with a zero tolerance to overdue legislative policies, and 60 days for administrative policies.</li> </ul>	Government Information Security Policy Standard, Compliance Standard	Legislative Policies & Plans 0 instances		There are no legislative policies or plans overdue.
Corporate Governance, Compliance and Liability			Administrative Policies & Plans  Completed and adopted within >60 days		The Heat Wave Plan, Municipal Fire Management Plan and Early Years Policies Procedures are the only administrative policy or and plan overdue by 60 or more days at the end of the quarter. Revisions are in progress and expected to be completed in quarter 2.
	<ul style="list-style-type: none"> <li>Number of extreme consequence level audit actions not rectified within one month.</li> </ul>	Internal and External Audits	Completed and adopted within >30 days		None outstanding on 30 September 2024.
	<ul style="list-style-type: none"> <li>Engaging an Internal Auditor and establishing a functioning Audit and Risk Committee that meets at minimum quarterly.</li> </ul>	Auditor engagement	Engage auditor for maximum 5 years – with current program in place A&R Committee meets five times per year as		Internal Auditor appointed via an Invitation to Supply process. Audit and Risk Committee Charter adopted, and Committee appointed. Five meetings scheduled per year which includes a special meeting to consider the financial statements.

			minimum		
	<ul style="list-style-type: none"> <li>Maintaining an Audit and Risk Committee Workplan.</li> </ul>	A&R Committee Charter	Reviewed annually		Audit and Risk Committee Workplan reviewed and adopted annually.
	<ul style="list-style-type: none"> <li>Reporting quarterly to Council and the Audit and Risk Committee on the Performance Management Framework Indicators, that are based on Council's Risk Appetite.</li> </ul>	Financial and Non-Financial Performance Report	Quarterly report		Continuing as per this report in 2024-25 financial year as per period years, presented quarterly.
	<ul style="list-style-type: none"> <li>Monitoring the number of Public Liability Claims, Significant legislative breaches and reporting to Council and A&amp;R Committee quarterly.</li> </ul>		0		<p>Council currently has two open public liability claims.</p> <p>There are no significant legislative breaches to report.</p> <p>Council had 0 notifiable report to WorkSafe during the quarter</p>
	<ul style="list-style-type: none"> <li>100% of Staff to be up to date and completed Governance and Compliance Training and Induction Program.</li> </ul>		100% complete		<p>All staff completed in person and/or online training.</p> <p>Good Governance in person training was held in July 2024 for all staff. Resources were made available on the intranet. 20 Staff were absent from this session and will complete a reschedule program in the upcoming quarter. 100% of staff new staff complete a suite of online induction modules.</p>
Programs and Projects	<p>An accepting appetite to apply for funding opportunities and/or utilise Council funds to delivery programs and project that meet Council Plan objectives and community expectations.</p> <p>We accept that to secure funding and to deliver additional projects and programs (in addition to current offered programs) our full-time equivalent employees may increase up to 1 FTE per \$5 million additional funds received.</p>	<p>Council Plan objectives.</p> <p>Priority Project List.</p>	1 FTE increase		YSC was successful in received significant additional funding to deliver the Hopetoun Swimming Pool and Murtoa Recreation Reserve projects. This projects will be managed internally within existing resources. No additional FTE resources have been added during the quarter to deliver these projects.
	We will aim to apply for and be successful in securing funding opportunities in excess of \$1.5 million per year, in addition to already secured operational funding.		= or >\$1.5 million		As outlined in section 10, Council was successful in receiving funding of over \$2.0m in total for the Hopetoun Swimming Pool and Murtoa Recreation Reserve during the quarter. There are a number of other funding programs where submissions have been made and the outcome is expected in quarter 2.
	We will ensure all contracts are current and no contracts are past due date.	Contracts Register	0 due		At the end of the quarter, one contracts are past due. It related to the Minyip Caravan Park Cabins Project which is nearing its final stages and is

					expected to be completed in early quarter two following completion of water and sewer services.
Strategy Execution and Change Management	An accepting appetite to be agile on the delivery of the Council Plan objectives to meet the changing internal and external environment.  We accept that our Council Plan actions will be an evolving action plan being reviewed annually.  We will monitor our Strategy Execution and Change Management by: <ul style="list-style-type: none"> <li>Monitoring the number of overdue Strategies and Plans</li> </ul>	Council Plan	0 instance		There are currently no overdue strategies or plans. The first quarter saw the adoption of the Local Law, Sport and Recreation Strategy and Master Environment Strategy.
	<ul style="list-style-type: none"> <li>Delivery on each Year of Action Plan annually</li> </ul>		1 x action not delivered	N/A	To be reported to Council annually. Management has adopted quarterly Council Plan performance reporting, with the a report presented to be Council in the August meeting.
Security and Technology	A very controlled appetite for security breaches and technology failures, due to our ICT environment not being maintained.  We maintain a zero tolerance for such events.  We will monitor this by: <ul style="list-style-type: none"> <li>Aiming to have 80% of help desk tickets resolved.</li> </ul>	Contractor Compliance Reports	0 instances		For the quarter, 128 help desk tickets were received, and 131 tickets were successfully closed out.
	Ensuring all back-ups of all systems are completed and successful each day.		1 daily back-up		100% of back-ups completed and successful each day for core applications.
	Ensuring intrusion detection that monitors network traffic, searches for threats and suspicious or malicious activities.	ICT Business Transformation Strategy	Daily testing		This is conducted by Council's Managed Service Provider and is included in monthly reporting to the Chief Operating Officer. During the quarter 10 security incidents were identified, with 3 of these incidents still to be resolved.
	Internal testing of staff knowledge and awareness of malicious activities.		Weekly testing		Council's Managed Service Provider has not delivered this during the quarter. Alternative options are being sources to commence late in quarter two to increase staff knowledge and awareness of malicious activity



	Reporting annually on ICT Strategy completion	ICT Business Transformation Strategy	1 x action not delivered		Reporting on the Annual ICT Strategy completion is delivered to the Audit and Risk Committee Meeting on a six month basis. A year 4 of 5 report will be included in a Council agenda late in the next quarter.
Environment and Sustainability	<p>A controlled appetite for environment and sustainability breaches.</p> <p>We will maintain a zero tolerance for such events.</p> <p>We will monitor this level by:</p> <ul style="list-style-type: none"> <li>Adequate annual EPA approvals in place for saleyard and landfills.</li> </ul>		0 instances		<p>Council is required to register all Landfill Sites and the Sale Yard with the Environmental Protection Authority (EPA).</p> <p>All Transfer Stations are registered, and landfill site have been closed. The Warracknabeal Transfer Station cap is being monitored in accordance with the rehabilitation plan approved by the EPA. There has not been any notification of breaches during the quarter</p> <p>The Sale Yards is covered by a transition period. EPA officers have inspected the facility during the prior period to assess if any, potential works will be needed to comply with licensing requirements once transition period expires. No major items identified.</p>
Political	<p>A cautious appetite to jeopardise a well-developed political relationship across all levels of government.</p> <p>We will maintain a level of respect and advocacy at a Councillor Senior Management Level to achieve positive outcomes for our community.</p> <p>We will monitor this by:</p> <ul style="list-style-type: none"> <li>Recording the number of advocacy events attended by Councillors and Senior Management, with the aim to attend at minimum 10 per year.</li> </ul>	Advocacy events and meetings	> 10 events per year		Four advocacy meetings attended between the Mayor, Councillors and CEO in the first quarter of 2024/25.

## 14. Asset Management

Asset Class	% Of condition assessment complete	Year Completed	Completion Due Date	Comments	Status
Road	Sealed - 100%  Gravel - 75%	October 2020	FY 2024-25  FY 2024-25	Sealed road inspection completed externally.  Gravel road inspection completed internally.	Sealed road condition assessment last completed in 2020. External party to be sourced in the current financial year.  Gravel road network condition assessment commenced in the prior quarter and is ongoing.
Footpath	Hierarchy 1 - 100%  Hierarchy 2 - 100%	Hierarchy 1 - 2024  Hierarchy 2 - 2023	November 2025  FY 2025-26	This is a three-year program and the data has been captured in AssetFinda.	Three year inspection regime commenced in March 2024.
Bridges and Culverts	66%	July 2023	June 2024	Inspection regime completed over three years, with the final third remaining.	Major bridges and culverts inspection program began in the prior year with moderate culverts to be inspected in the current financial year. This has been separated out due to budget constraints. Inspections to take place during the current financial year
Buildings	100%	October 2023	FY 2024-25	Building valuations and condition assessments undertaken and completed in October 2023.	Building inspections to be completed in Q2 with results to inform budget preparations for 2025-26 financial year.
Fleet	80%		June 2023	Condition assessment is not applicable for fleet assets. The replacement is based on utilisation and age.	10 year Light Fleet replacement developed and included in Budget 2024-25.  Heavy Plant replacement model to developed for inclusion in the 2025-26 budget.

## 15. Occupational Health and Safety

Quarter 1 – 1 July to 30 September 2024						
Incident Category	Number	Medical Treatment Required	Lost Time Injury Hours	No. Incident Category - Control Measured Implemented and Assessed	Number Remain Open as of 30 Sept 2024	Number of WorkSafe Notified Reports
Incident	15	1	0	11	4	0
Near Miss	0	0	0	0	0	0
Hazard	2	0	0	2	2	0
Public Incident	7	1	0	0	0	0
<b>TOTAL</b>	<b>24</b>	<b>2</b>	<b>0</b>			

Risk Rating	Number of Incidents, Hazards, Near Misses & Public Incidents in Risk Rating Category
Extreme	0
High	4
Medium	5
Low	15

The implementation of Happy HR OHS reporting has resulted in the timely reporting of Incidents, Near Misses and Hazards. Public Incidents are being reported via an online internal digital form.

The 4 high risk items have been addressed and measures are in place to lower the likelihood of recurrence.

0 hours of lost time injuries have been reported during the quarter.

There was no WorkSafe notified reports for an incident in the first quarter of 2024-25.

### SUMMARY FOR YEAR

Incident Category	Number	Medical Treatment Required	Lost Time Injury Hours
Incident	15	1	0
Near Miss	0	0	0
Hazard	2	0	0
Public Incident	7	1	0
<b>TOTAL</b>	<b>24</b>	<b>2</b>	<b>0</b>

Risk Rating	Number of Incidents, Hazards, Near Misses & Public Incidents in Risk Rating Category
Extreme	0
High	4
Medium	5
Low	15
<b>TOTAL</b>	<b>24</b>

Likelihood	Consequence				
	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Severe
5 Almost Certain	Medium	High	Extreme	Extreme	Extreme
4 Likely	Medium	Medium	High	Extreme	Extreme
3 Possible	Low	Low	Medium	High	Extreme
2 Unlikely	Low	Low	Medium	Medium	High
1 Rare	Low	Low	Low	Medium	High

## 16. Strategic Risk Register

Risk Description	Impact	Due Status	Risk Category	Risk Level	Target Risk Level
Innovation Risk	Failure to identify opportunities to find cost-effective solutions to improve efficiency within the organisation and longevity of our assets and infrastructure. Lack of investment or willingness to embrace innovation can lead to staff being unsatisfied and inability to retain high performing staff. Increased carbon emissions, increased waste.	Current	Financial	Medium	Low
Corporate Governance, Compliance and Liability Risk	The risk that insiders (employees) won't act in the best interest of the Council. The risk that Council's services or corporate execution leads to legal liability issues. The risk of non-compliance with regulations and law. Consequences: Leading to poor culture, fraud, and corruption, integrity being compromised, reputational damage, loss of funding or inability to attract funding, dismissal of Council, administrators appointed. Legal proceedings and significant financial losses, investigations by integrity bodies and compromised health and safety of staff and community.	Current	Legal and Compliance	Medium	Low
Strategy Execution and Change Management Risk	The risk that business strategy and execution will fail. Failure to deliver the Council Plan objectives. The risks associated with organisational change and Management to achieve organisational objectives. Consequences: Services to ratepayers compromised. Deterioration of assets and roadways. Financial losses and/or investment failures. Lack of staff buy-in, impacts negatively on culture. Investments not realised, financial losses.	Current	Management	Medium	Low
Security and Technology Risk	The risk that Council's technology strategy will fail, and we will fall behind other Council's and benchmark performance KPI's. The risk of an information security/privacy incident. Information security can damage the reputation, cause compliance issues. Consequences: Loss of innovation. Financial loss, privacy compromised, business efficiencies not realised. OVIC Report (personal information data breach), legal action, negative media coverage and reputational damage.	Current	Legal and Compliance	High	Low
Program and Project Risk	The risks associated with program/project delivery failures. Consequences: Financial loss. Occupational health and safety compromised. Council Plan objectives not realised. Community expectations not met. Funding revoked.	Current	Financial	High	Medium
Talent Management Risk	The risk of losing key talent to other Local Government Entities or Government Departments. Inability to attract high calibre staff to drive innovation and change. Consequences: Financial impact, loss of high calibre staff, high staff turnover, additional costs for training and development.	Current	People	Medium	Low
Financial Risk	Risks to the financial health of Council. For example, the risk that you'll be unable to raise sufficient capital to fund operations. Consequences: Government funding changes, Government reduces rate cap, inability to pay staff and contractors. Poor project management leading to overspending and significant financial losses.	Current	Financial	Medium	Low
Environmental Sustainability Risk	The risk of missing sustainability targets or non-compliance with environmental laws and regulations. Depletion of natural resources, inability to maintain an ecological balance. Environmental sustainability is a central theme of the principles and ethics of many Councils. Environmental sustainability is increasingly	Current	Environmental	Medium	Low

Risk Description	Impact	Due Status	Risk Category	Risk Level	Target Risk Level
	important to maintaining the reputation of a Council. Consequences: Damage to the environment leading to significant financial loss, reputational damage, regulatory body fines and/or prosecutions.				
Reputational Risk	The risk of bad publicity or negative relationships with employees, ratepayers, partners, counterparties, and regulators. Reputational risk can be a serious threat to Councils. Consequences: Loss of talent and/or inability to recruit staff. Poor media coverage, damage to reputation within Community and across the state. Loss of funding opportunities.	Current	Reputation	Low	Low
Political Risk	The risk that the political environment will turn hostile. Consequences: Lack of funding opportunities, financial losses, inability to maintain assets.	Current	Financial	Low	Low

### Quarterly Updates and Review

Management has reviewed its strategic risk register in line with quarterly risk management procedures. Risk ratings have been maintained at their current level, with no changes to ratings from the prior quarter.