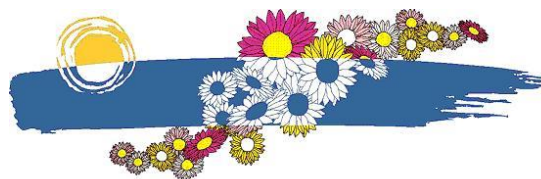




ATTACHMENT BOOK

ORDINARY COUNCIL MEETING
TO BE HELD ON
WEDNESDAY
22 JUNE 2022



WILDFLOWER COUNTRY



CONTENTS OF ATTACHMENTS ORDINARY COUNCIL MEETING 22 JUNE 2022

	Ordinary Council Agenda - Attachments	Pages
10.2	Corporate Business Plan 2020-2024	003-027
10.3	Council Policy Manual 2022	028-233
10.4	Community Cropping Policy	234-235
10.5	Capital Status Report Maintenance Grading Map April 2022	236 237
10.6	Shire Newsletter	238-245
10.9	Fees and Charges 2022-2023	246-253
10.10	Monthly Financial Report 31 May 2022	254-2281
10.11	List of Creditors paid as of 31 May 2022	282-287



WILDFLOWER COUNTRY



Corporate Business Plan

2020 – 2024

Contents

OUR VISION	3
INTEGRATED PLANNING AND REPORTING FRAMEWORK	4
FORECAST STATEMENT OF FUNDING	6
CAPITAL PROGRAM	7
SERVICE DELIVERY	8
ENVIRONMENT	12
COMMUNITY WELLBEING	16
MEASURING SUCCESS	22
SERVICES AND FACILITIES	23
STRATEGIC RISK MANAGEMENT	24
REFERENCES AND ACKNOWLEDGEMENTS	25

Shire of Three Springs
132 Railway Road
Three Springs, WA, 6519
(08) 9954 1001
general@threesprings.wa.gov.au

www.threesprings.wa.gov.au

Our Vision

“Three Springs becomes a healthy and unified community with a bright future.”



Integrated Planning and Reporting Framework

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, a Strategic Community Plan and Corporate Business Plan, which the local government is required to have regard for when forming its annual budget.

The Corporate Business Plan 2020 – 2024, together with the Strategic Community Plan 2018 - 2028, is the Shire of Three Springs's Plan for the Future and has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*.

Under *Local Government (Administration) Regulations 1996* Regulation 19DA (3), a Corporate Business Plan is to:

- a) set out, consistent with any relevant priorities included in the Strategic Community Plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
- b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
- c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

In forming the annual budget the Shire must have regard for the contents of the Plan for the Future in terms of Section 6.2(2) of the *Local Government Act 1995*.

Development of the Plan has also been influenced by the Department of Local Government and Communities Framework and Guidelines for Integrated Planning and Reporting.

Strategic Community Plan

The Shire of Three Springs community had a strong involvement and voice in the development of the Strategic Community Plan. In 2017, the community were invited to share their vision, aspirations and objectives for the future of the Shire of Three Springs, and the Strategic Community Plan was subsequently reviewed and updated to reflect the community aspirations.

This information provided a valuable insight into the key issues and aspirations held by the local community. Importantly for the Council, these views have helped establish clear priorities and shaped the visions, values, objectives and strategies contained within the Strategic Community Plan. The following four key strategic goals are defined within the Plan.

1. **Economic Development:** A prosperous, thriving and innovative local economy
2. **Environment:** To have a sustainable natural and built environment balanced with the needs of the community
3. **Community Wellbeing:** A healthy, cohesive and safe community
4. **Civic Leadership:** A collaborative and forward thinking community that is guided by strong leadership

Integrated Planning and Reporting Framework

Corporate Business Plan

Achieving the community's vision and the Shire's strategic objectives requires the development of actions to address each strategy contained within the Strategic Community Plan. Careful operational planning and prioritisation is required to achieve the objectives and desired outcomes due to the limited resources available. This planning process is formalised by the development of the Corporate Business Plan. The Corporate Business Plan converts the Strategic Community Plan into action through the adoption of an Annual Budget.

Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability. Along with achieving the community aspirations and objectives, the Corporate Business Plan draws on information contained within the following strategic documents.

Strategic Resource Plan

The Shire took a combined approach to asset management and long term financial planning processes to produce an overarching Strategic Resource Plan. A key objective of the Strategic Resource Plans is to highlight and define key long term strategies to maintain financial and asset services to the community over the long term.

Asset Management Planning Component

The Shire has developed an initial Asset Management Plan for major asset classes in accordance with Council's Asset Management Policy. The Asset Management Plan forms a component of an overall Asset Management Strategy which addresses the Shire's current processes and sets out the steps required to continuously improve the management of Shire controlled assets.

Capital renewal estimates contained within the Asset Management Plan have been included to the extent the financial and workforce resources are available to enable the renewals to occur.

Long Term Financial Planning Component

The Shire of Three Springs is planning for a positive and sustainable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

During the development of this Corporate Business Plan, the Long Term Financial Plan was updated to confirm the financial capability to undertake the planned actions and ensure integration with this Plan. The results of this update are reflected within the Forecast Statement of Funding included within this document.

Workforce Plan

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Shire's Strategic Community Plan.

Workforce issues have been considered during the development of this Corporate Business Plan and the financial impacts of the Workforce Plan captured within the Long Term Financial Plan. A combination of workforce and financial constraints has influenced the prioritisation of actions within this Plan.

Review of Plan

In accordance with statutory requirements, the Corporate Business Plan is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.

Forecast Statement of Funding

The following Forecast Statement of Funding is extracted from the Strategic Resource Plan to provide an indication of the net funding available. The forecast statement should be read in conjunction with the full Strategic Resource Plan and its underlying assumptions and predictions.

	2020-21	2021-22	2022-23	2023-24
	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES				
Revenues				
Rates	2,180,247	2,245,655	2,313,025	2,382,415
Operating grants, subsidies and contributions	1,292,794	1,305,720	1,318,778	1,331,966
Fees and charges	238,032	242,793	247,650	252,602
Interest earnings	12,218	11,296	11,291	11,722
Other revenue	46,460	46,924	47,393	47,866
	3,769,751	3,852,388	3,938,137	4,026,571
Expenses				
Employee costs	(1,739,991)	(1,757,395)	(1,774,970)	(1,792,717)
Materials and contracts	(706,667)	(713,740)	(720,882)	(728,097)
Utility charges (electricity, gas, water etc.)	(214,507)	(216,651)	(218,817)	(221,004)
Depreciation on non-current assets	(1,465,105)	(1,483,658)	(1,498,162)	(1,496,630)
Interest expense	(3,291)	(2,460)	(1,595)	(697)
Insurance expense	(188,486)	(190,371)	(192,276)	(194,198)
Other expenditure	(66,506)	(67,173)	(67,844)	(68,524)
	(4,384,553)	(4,431,448)	(4,474,546)	(4,501,867)
	(614,802)	(579,060)	(536,409)	(475,296)
Funding position adjustments				
Depreciation on non-current assets	1,465,105	1,483,658	1,498,162	1,496,630
Net funding from operational activities	850,303	904,598	961,753	1,021,334
FUNDING FROM CAPITAL ACTIVITIES				
Inflows				
Proceeds on disposal	75,750	71,407	121,576	142,562
Non-operating grants, subsidies and contributions	1,073,333	722,000	692,000	1,202,000
Outflows				
Purchase of property plant and equipment	(731,280)	(371,332)	(420,909)	(1,070,832)
Purchase of infrastructure	(1,431,650)	(1,305,686)	(1,245,686)	(1,245,686)
Net funding from capital activities	(1,013,847)	(883,611)	(853,019)	(971,956)
FUNDING FROM FINANCING ACTIVITIES				
Inflows				
Transfer from reserves	154,530	331,925	249,333	368,270
Outflows				
Transfer to reserves	(189,478)	(331,014)	(335,305)	(393,989)
Repayment of past borrowings	(21,066)	(21,898)	(22,762)	(23,659)
Net funding from financing activities	(56,014)	(20,987)	(108,734)	(49,378)
Estimated surplus/deficit July 1 B/Fwd	219,558	0	0	0
Estimated surplus/deficit June 30 C/Fwd	0	0	0	0

Capital Program

A number of projects are forecast to be undertaken during the life of the Plan, which result in additional capital expenditure. The projects include new, expansion, upgrade and renewals of assets and are detailed in the forecast capital expenditure provided in the Strategic Resource Plan (SRP).

A number of the projects listed in the SRP are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

Key projects included within this Plan are:

Action	Project	2020-21	2021-22	2022-23	2023-24
4.4.8.1	Plant Replacement Program	230,280	321,332	370,909	1,020,832
1.4.1.1	Main Street Revitalisation	150,000			
2.6.2.1	Love Locks Soak-Plumbing	100,000			
2.8.5.1	Sports Pavilion-Building and Gym	100,000			
2.8.5.1	Swimming Pool-Lights	40,000			
2.8.1.1	Early Childhood Centre-Solar	25,000			
2.8.5.1	Sporting Club-Air-condition	30,000			
4.6.1.1	Drought Business Continuity Plan	6,000			
4.4.8.1	Furniture and Equipment Renewals	50,000	50,000	50,000	50,000
1.4.1.5	Roads Renewal RRG	377,000	600,000	600,000	600,000
1.4.1.5	Roads Renewal RTR	292,000	292,000	292,000	292,000
1.4.1.5	Roads Renewal	647,650	353,686	353,686	353,686
1.1.1.1	Dominican Park-Landscaping	55,000			
1.1.3.1	Footpaths Renewal	60,000	60,000		
Total		2,162,930	1,677,018	1,666,595	2,316,518

Service Delivery

The Shire of Three Springs delivers services to its community in line with its values and the four foundation areas set out within the Strategic Community Plan 2018-2028. Each of the four foundation areas has several outcomes the Shire seeks to achieve over the 10+ years of the Strategic Community Plan.

The table below summarises the desired outcomes under each of the four key strategic goals. Strategies and detailed actions to achieve these outcomes have been developed and are detailed on the following pages. As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.

Economic Development: A prosperous, thriving and innovative local economy	
Outcome 1.1	Develop tourism infrastructure and increase length of stay
Outcome 1.2	Increase the availability of land and improve services for housing and industry
Outcome 1.3	Increase the diversity of the existing business base
Outcome 1.4	Maintain and improve business infrastructure
Outcome 1.5	Retain and support the presence of the existing government services, facilities and other agencies in Three Springs
Outcome 1.6	Attract and maintain a stable workforce
Environment: To have a sustainable natural and built environment balanced with the needs of the community	
Outcome 2.1	A community that is well informed and respects our natural, cultural and built environments
Outcome 2.2	Protect and conserve our natural environment
Outcome 2.3	Three Springs is a comfortable and welcoming place to live and visit, and reflects our lifestyle values
Outcome 2.4	Preservation of local heritage and the unique character of our built environs
Outcome 2.5	An attractive, inviting and functional main street environment
Outcome 2.6	Efficient use of resources
Outcome 2.7	A regional service provider in recycling and waste
Outcome 2.8	To retain and improve high quality infrastructure
Community Wellbeing: A healthy, cohesive and safe community	
Outcome 3.1	People are motivated, work together and have an increased pride and participation in the community
Outcome 3.2	Managed population growth across a range of demographics, particularly aged and families
Outcome 3.3	Three Springs is recognized as an Age-Friendly community
Outcome 3.4	Increase the range and quality of housing for families and seniors
Outcome 3.5	Maintain and promote the provision of medical services
Outcome 3.6	To retain a safe environment for all
Outcome 3.7	Maintain and improve the provision of emergency services
Civic Leadership: A collaborative and forward thinking community that is guided by strong leadership	
Outcome 4.1	A well engaged and informed community that actively participates
Outcome 4.2	A long term strategically focused Shire that is efficient, respected and accountable
Outcome 4.3	Continue to provide quality local government services and facilities
Outcome 4.4	Increase the range and quality of housing for families and seniors
Outcome 4.5	Work in partnership with all community, government and corporate stakeholders
Outcome 4.6	To be strong advocates representing the community's interest

FOUNDATION 1

ECONOMIC DEVELOPMENT

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken, or an arrow if the action will continue or be undertaken in the years beyond the four years of this Plan.

Outcome 1.1 Develop tourism infrastructure and increase length of stay

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.1.1 Provide and maintain good quality tourism infrastructure and facilities	1.1.1.1 Maintain and enhance local attractions in line with Asset Management Plan	■	■	■	■	➔
1.1.2 Participate in the "Wildflower Way" Tourist Drive	1.1.2.1 Continue involvement with Mid-West Tourism and the Regional Organisation of Councils to promote the region	■	■	■	■	➔
1.1.3 Develop complementary infrastructure and activities such as walk trails and heritage interpretation	1.1.3.1 Maintain, renew and upgrade infrastructure in line with the Asset Management Plan		■	■	■	➔
1.1.4 Continue to support and develop the Three Springs Visitors Centre	1.1.4.1 Provide the Visitor Centre facility	■	■	■	■	➔
1.1.5 Investigate and implement options for heritage opportunities	1.1.5.1 Continue to maintain local heritage assets			■	■	➔
1.1.6 Rebrand and promote Three Springs as an attractive place to live and work	1.1.6.1 Continue rebranding and promotion project	■	■			➔
	1.1.6.2 Develop the Three Springs brand	■	■			➔

Outcome 1.2 Increase the availability of land and improve services for housing and industry

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.2.1 Review the town planning scheme and develop a town planning strategy	1.2.1.1 Completed 2019					
	1.2.1.2 Undertake review and Scheme Amendment 1	■				
1.2.2 Approach Landcorp to assist in the development of land and services for industry and housing	1.2.2.1 Enable expansion of local industry and residential opportunities (land release) (Refer to Actions 1.3.1.1 1.6.3.1)	■				
1.2.3 Develop an Investment Attraction Plan	1.2.3.1 Develop an Investment Attraction Plan	■				

FOUNDATION 1

ECONOMIC DEVELOPMENT

Outcome 1.3 Increase the diversity of the existing business base

STRATEGY		ACTIONS		2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.3.1	Promote existing and new industry opportunities to increase employment	1.3.1.1	Enable suitable land availability for commercial / industrial development (<i>Refer to Actions 1.2.2.1 1.6.3.1</i>)	■	■			
1.3.2	Promote business networking and collaboration	1.3.2.1	Facilitate business networking events and collaboration	■	■			
1.3.3	Support sustainable farming and other industry development	1.3.3.1	Investigate diversification opportunities (water supply, horticulture, aquaculture) and source investment for potential pilot project	■	■			
1.3.4	Support the provision of power, water and gas services to the region	1.3.4.1	Maintain standpipes and associated infrastructure	■	■	■	■	➔
		1.3.4.2	Advocate for adequate provision of power, water and gas services			■		
		1.3.4.3	Develop relationships with utility providers			■		
1.3.5	Leverage opportunities in regards to substation	1.3.5.1	Investigate additional opportunities			■	■	➔
1.3.6	Investigate and develop the long-term use of the Three Springs Mining Camp	1.3.6.1	Develop the long-term use of the Three Springs Mining Camp report.	■				

FOUNDATION 1

ECONOMIC DEVELOPMENT

Outcome 1.4 Maintain and improve business infrastructure

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.4.1 Encourage, support and assist local businesses to improve the appearance and presentation of their buildings	1.4.1.1 Implement strategic land development program to invest in the redevelopment of the main street	■				
	1.4.1.2 Improve the supply of residential housing	■				
	1.4.1.3 Facilitate a business forum	■				
	1.4.1.4 Request and encourage business community to take responsibility for the appearance of their properties	■				
	1.4.1.5 Maintain appropriate transport infrastructure in line with asset management planning	■	■	■	■	➔

Outcome 1.5 Retain and support the presence of the existing government services, facilities and other agencies in Three Springs

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.5.1 Continue to lobby government for retention and expansion of existing services including health, education and utilities	1.5.1.1 Continue to lobby government for retention and expansion of existing services including health, education and utilities	■				➔

Outcome 1.6 Attract and maintain a stable workforce

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.6.1 Attract and maintain family and childcare services / facilities	1.6.1.1 Completed 2019					
1.6.2 Develop and maintain attractive and affordable housing	1.6.2.1 Maintain, renew and upgrade infrastructure in line with the Asset Management Plan	■	■			➔
1.6.3 Develop a new Light Industrial Area	1.6.3.1 Develop a new Light Industrial Area (Refer to Actions 1.2.2.1 1.3.1.1)	■				

FOUNDATION 2

ENVIRONMENT

Outcome 2.1 A community that is well informed and respects our natural, cultural and built environments

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.1.1 Continue to support the Yarra Yarra Catchment Management Group	2.1.1.1 Promote Yarra Yarra Catchment Management Group media statements via the Yakabout		■	■	■	➔
	2.1.1.2 Support the YYCMG by providing a facility for their annual Three Springs information session with a focus on land rehabilitation		■	■	■	➔
2.1.2 Develop natural resource projects	2.1.2.1 Develop natural resource projects where opportunities and funding exist		■	■	■	➔
2.1.3 Develop promotional material to better inform visitors and locals about our natural, cultural and built environment	2.1.3.1 Review existing promotional material (<i>Refer to Strategy 1.1.6</i>)		■	■	■	➔
2.1.4 Improved signage	2.1.4.1 Maintain, renew and upgrade signage infrastructure in line with Asset Management Plan	■	■			➔
2.1.5 Improved communication between TS Visitor Centre and Shire	2.1.5.1 Maintain ongoing communication with the visitors' centre	■	■	■	■	➔

Outcome 2.2 Protect and conserve our natural environment

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.2.1 Manage Council controlled land to minimise environmental impact, in accordance to required environmental legislation and best practice	2.2.1.1 Manage Council controlled land to minimise environmental impact, in accordance with required environmental legislation	■	■			➔
2.2.2 Work with relevant authorities to develop a strategy to manage native and feral flora and fauna	2.2.2.1 In line with actions for Strategy 2.1.1				■	➔

FOUNDATION 2

ENVIRONMENT

Outcome 2.3 Three Springs is a comfortable and welcoming place to live and visit, and reflects our lifestyle values

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.3.1 Rebrand and promote Three Springs	2.3.1.1 As per Strategy 1.1.6	■	■			→
2.3.2 Lead by example and improve and maintain community infrastructure	2.3.2.1 Maintain, renew and upgrade community infrastructure in line with Asset Management Plan	■	■	■	■	→

Outcome 2.4 Preservation of local heritage and the unique character of our built environs

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.4.1 Develop and restore Duffy's Store	2.4.1.1 Develop and restore Duffy's Store	■	■			
	2.4.1.2 Implement 5 year Duffy's Store Development Plan 19/20-23/24	■	■			
2.4.2 Work closely with CBH to identify future opportunities for alternative uses of the silos	2.4.2.1 Approach CBH in relation to Silo alternative use opportunities	■	■			→
2.4.3 Include heritage interpretation in promotional materials	2.4.3.1 In line with strategies 1.1.6, 2.1.3 and 2.4.1			■	■	→

Outcome 2.5 An attractive, inviting and functional main street environment

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.5.1 Win Tidy Towns	2.5.1.1 Facilitate Tidy Towns submission			■		
2.5.2 Continue to implement the main street revitalisation plan	2.5.2.1 Reactivate the development strategy	■	■	■	■	
	2.5.2.2 Actions as per Strategy 1.4.1	■				
2.5.3 Work with local businesses to improve the appearance of their buildings	2.5.3.1 Actions as per Strategy 1.4.1	■				

FOUNDATION 2

ENVIRONMENT

Outcome 2.6 Efficient use of resources

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.6.1 Review and monitor existing consumables and utilities usage	2.6.1.1 Review and monitor existing consumables and utilities usage			■	■	→
2.6.2 Investigate options for water harvesting	2.6.2.1 Support and encourage best practice water utilization management	■	■			→
2.6.3 Effectively manage the acquisition of gravel and rehabilitation of gravel pits	2.6.3.1 Effectively manage the acquisition of gravel and rehabilitation of gravel pits			■		→

Outcome 2.7 A regional service provider in recycling and waste

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.7.1 Develop and implement wastewater reuse scheme	2.7.1.1 As per Strategy 1.3.3				■	→
2.7.2 Develop recycling opportunities to be based in Three Springs	2.7.2.1 Investigate recycling opportunities					→
2.7.3 Work with the Midwest Regional Council and other local authorities on waste disposal	2.7.3.1 Work with the Midwest Regional Council and other local authorities in relation to providing waste disposal services			■	■	→

FOUNDATION 2

ENVIRONMENT

Outcome 2.8 To retain and improve high quality infrastructure

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.8.1 Community infrastructure is better supported	2.8.1.1 Maintain, renew and upgrade community infrastructure in line with Asset Management Plan	■	■	■	■	➔
2.8.2 Maintain and develop staff housing to retain and attract quality staff	2.8.2.1 Develop staff housing to retain and attract quality staff	■	■			
	2.8.2.2 Maintain, renew and upgrade employee housing in line with Asset Management Plan	■	■	■	■	➔
2.8.3 Maintain quality medical facilities	2.8.3.1 Maintain, renew and upgrade medical services facilities in line with Asset Management Plan	■				➔
2.8.4 Explore opportunities to rationalise Council's properties	2.8.4.1 Maintain, renew and upgrade infrastructure in line with Asset Management Plan	■	■			➔
	2.8.4.2 Develop a property rationalisation strategy		■			
2.8.5 Maintain and develop community and sporting facilities	2.8.5.1 Maintain, renew and upgrade infrastructure in line with Asset Management Plan	■	■			➔
2.8.6 Provide high quality public toilets	2.8.6.1 Maintain, renew and upgrade infrastructure in line with Asset Management Plan			■	■	➔
2.8.7 Maintain and develop appropriate infrastructure assets in line with Council's Asset Management Plan	2.8.7.1 Review asset management planning	■	■	■	■	➔

FOUNDATION 3

COMMUNITY WELLBEING

Outcome 3.1 People are motivated, work together and have an increased pride and participation in the community

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.1.1 Develop and implement a Marketing and Communications Plan	3.1.1.1 Develop and implement a Marketing and Communications Plan	■	■			
3.1.2 Continue to support the Community Action Group as an independent group	3.1.2.1 Continue to support the Community Action Group	■	■	■	■	→
3.1.3 Continue to fund a Community Development Officer	3.1.3.1 Continue to fund a Community Development Officer	■	■	■	■	→
3.1.4 Develop and implement our customer service charter	3.1.4.1 Develop and implement our customer service charter	■				
3.1.5 Continue to support community organisations	3.1.5.1 Continue to support community organisations	■	■	■	■	→
3.1.6 Actively facilitate, support and participate in community events	3.1.6.1 Actively facilitate, support and participate in community events	■	■	■	■	→

Outcome 3.2 Managed population growth across a range of demographics, particularly aged and families

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.2.1 Review the town planning scheme and develop a town planning strategy	3.2.1.1 As per Strategy 1.2.1	■				
3.2.2 Develop an Investment Attraction Plan	3.2.2.1 As per Strategy 1.2.3	■				
3.2.3 Identify land use options such as special rural in the new Town Planning Scheme	3.2.3.1 New scheme adopted in 2019. In line with Action 1.2.1.2 for Scheme Amendment 1	■				
3.2.4 Maintain and develop early childhood family services to support existing and attract new families	3.2.4.1 Completed					

FOUNDATION 3

COMMUNITY WELLBEING

Outcome 3.3 Three Springs is recognized as an Age-Friendly community

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.3.1 Prepare an Age-Friendly Plan for the town	3.3.1.1 Prepare an Age-Friendly Plan for the town					→
3.3.2 Review and update Disability Access and Inclusion Plan	3.3.2.1 Ongoing review and update Disability Access and Inclusion Plan (reviewed 2019)		■		■	→
3.3.3 Support youth activities	3.3.3.1 Provide community recreational infrastructure in line with Asset Management Plan	■	■	■	■	→

Outcome 3.4 Increase the range and quality of housing for families and seniors

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.4.1 Develop and implement an Investment Attraction Plan	3.4.1.1 As per Strategy 1.2.3	■				

Outcome 3.5 Maintain and promote the provision of medical services

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.5.1 Improve the provision of allied health services including HACC	3.5.1.1 Completed					
	3.5.1.2 Completed					
3.5.2 Continue to lobby government to maintain hospital facility and staff in town	3.5.2.1 Advocate to maintain hospital facility and staff in town	■	■	■	■	→

Outcome 3.6 To retain a safe environment for all

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.6.1 Continue to lobby to maintain police presence	3.6.1.1 Completed					
3.6.2 Support Constable Care program and Blue Light Discos	3.6.2.1 Support Constable Care program and Blue Light Discos if required				■	→

FOUNDATION 3

COMMUNITY WELLBEING

Outcome 3.7 Maintain and improve the provision of emergency services

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.7.1 Continue to support and fund the community and emergency services management position for the region	3.7.1.1 Continue to support and fund the community and emergency services management position	■	■	■	■	➔
	3.7.1.2 Continue to support the local bush fire brigades and volunteers	■	■	■	■	➔
3.7.2 Update and implement Emergency Management Plans	3.7.2.1 Update and implement Emergency Management Plans		■	■	■	➔

FOUNDATION 4

CIVIC LEADERSHIP

Outcome 4.1 A well engaged and informed community that actively participates

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.1.1 Improve the quality and efficiency of the Yakabout	4.1.1.1 Maintain effective policies, procedures and practices	■	■	■	■	➔
4.1.2 Rebrand Three Springs	4.1.2.1 As per Strategy 1.1.6	■	■			➔
4.1.3 Engage local schools to better inform students of the role of local government	4.1.3.1 Support local schools to better inform students of the role of local government	■	■	■	■	➔
4.1.4 Lead by example to get the community involved in the decision making process	4.1.4.1 Ongoing meaningful communication and engagement with residents and ratepayers	■	■			➔
4.1.5 Support and acknowledge volunteers	4.1.5.1 Support and encourage recognition of our local community volunteers	■	■	■	■	➔
	4.1.5.2 Host a volunteer recognition event following COVID-19 restrictions being lifted	■				
4.1.6 Actively facilitate, support and participate in community events	4.1.6.1 As per Strategy 3.1.6	■	■	■	■	➔

Outcome 4.2 A long term strategically focused Shire that is efficient, respected and accountable

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.2.1 Facilitate education and training for elected members	4.2.1.1 Ongoing training and development for elected members	■	■	■	■	➔
4.2.2 Encourage and mentor community leaders to become Councillors	4.2.2.1 Encourage and mentor community leaders to become Councillors	■	■	■	■	➔
4.2.3 Maintain Integrated Planning and Reporting	4.2.3.1 Support and implement the IPR framework	■	■	■	■	➔
	4.2.3.2 Undertake community engagement and major review of Strategic Community Plan	■	■			
4.2.4 Encourage businesses to employ local where possible	4.2.4.1 Encourage businesses to employ local where possible	■	■	■	■	➔

FOUNDATION 4

CIVIC LEADERSHIP

Outcome 4.3 Continue to provide quality local government services and facilities

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.3.1 Annually survey customers for feedback	4.3.1.1 Facilitate customer satisfaction survey		■			
4.3.2 Ensure compliance with all relevant legislation	4.3.2.1 Seek high level of compliance in organisational practices	■	■	■	■	➔
4.3.3 Maintain, review and ensure relevance of Council policies and local laws	4.3.3.1 Seek a high level of legislative compliance and effective internal controls	■	■	■	■	➔

Outcome 4.4

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.4.1 Investigate new sources of revenue and income	4.4.1.1 Seek to deliver best practice services and outcomes within resource capabilities	■	■	■	■	➔
4.4.2 Review and improve long term financial planning	4.4.2.1 As per Action 4.4.1.1	■	■			➔
4.4.3 Review and improve core asset management plans	4.4.3.1 Seek to deliver best practice services, infrastructure and outcomes within resource capabilities	■	■			➔
4.4.4 Review and improve workforce planning	4.4.4.1 Review and maintain effective workforce planning	■	■			➔
	4.4.4.2 Ensure implementation and commitment to continual workplace health and safety improvement	■	■			➔
4.4.5 Continue to provide staff training and development	4.4.5.1 Provide opportunities for training and development for staff	■	■	■	■	➔
4.4.6 Review Corporate Business Plan	4.4.6.1 Demonstrate sound financial planning and management	■	■	■	■	➔
4.4.7 Maintain effective and efficient ICT systems	4.4.7.1 Continue to implement the ICT Strategy	■	■	■	■	➔
4.4.8 Review Plant Replacement Program	4.4.8.1 Review Plant Replacement Program	■	■	■	■	➔
4.4.9 Review and improve strategic financial reporting for ease of understanding	4.4.5.5 As per Action 4.4.6.1	■	■	■	■	➔

FOUNDATION 4

CIVIC LEADERSHIP

Outcome 4.5 Work in partnership with all community, government and corporate stakeholders

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.5.1 Maintain links with regional bodies such as MWDC	4.5.1.1 Collaborate with regional partners and other organisations	■	■	■	■	➔
4.5.2 Continue involvement with government and corporate stakeholders such as Regional Road Group	4.5.2.1 As per Action 4.5.1.1	■	■	■	■	➔

Outcome 4.6 To be strong advocates representing the community's interest

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.6.1 Continue to lobby government and corporate entities to ensure adequate services and facilities are available for the community	4.6.1.1 Effectively represent and lobby on behalf and promote the Shire of Three Springs	■	■	■	■	➔

Measuring Success

The intended outcome of this Plan is to align the community's visions and aspirations for the future of the Shire of Three Springs to the Shire's objectives. Success will be measured by both quantifiable and non-quantifiable outcomes.

Strategic performance indicators provide an indication of whether the Shire is meeting the objectives and will be monitored and reported. The strategic performance indicators and desired trend for each objective are provided in the table below.

FOUNDATION 1

ECONOMIC DEVELOPMENT

Performance Indicator	Desired Trend
Visitor Numbers and Length of Stay	Maintain Increasing
Road Expenditure	In line with budget
Statutory Asset Management Ratios	Maintain healthy ratios
Land Services for Industry and Housing	Development of new light industrial area
Planning Framework	Maintain compliance

FOUNDATION 2

ENVIRONMENT

Performance Indicator	Desired Trend
Building Infrastructure Housing	Appropriate asset management planning undertaken
Building Infrastructure Maintenance and Renewal	In line with budget
Planning Framework	Maintain compliance

FOUNDATION 3

COMMUNITY WELLBEING

Performance Indicator	Desired Trend
Media Activity	Increase level of positive engagement
Provision of Health Services	Maintain level of service
Community Volunteers	Maintain and support
Planning Framework	Maintain compliance

FOUNDATION 4

CIVIC LEADERSHIP

Performance Indicator	Desired Trend
Statutory Financial Ratios	Maintain healthy ratios
Elected Members representation	Maintain participation on boards and committees
Currency of Strategic Plans and Reports	Maintain currency

Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Three Springs.

Services Facilities Support	Strategy
Aged seniors' services	3.3.1
Building approval process control	4.3
Caravan park	1.1.1
Cemetery	2.8.7
Childcare playgroup	1.6.1 3.2.4
Community engagement	1.3.2 3.1.1 3.1.5
Community halls	2.8.1
Council buildings heritage assets	1.1.1 1.1.3 1.1.4 1.1.5 2.4.1 2.8.4
Customer service	3.1.4
Economic development	1.1.1 1.2.3 1.3.1 1.3.3 1.6.3
Emergency services	3.7.1 3.7.2
Festival event support	3.1.5 4.1.6
Health administration inspection	4.3.2 4.3.3
Library library services	4.3
Medical health services	1.5.1 2.8.3 3.5.1 3.5.2
Natural resource management	2.1.1 2.1.2 2.1.3 2.2.1 2.2.2
Parks gardens reserves	1.1.1 1.1.3
Public toilets	2.8.6
Ranger services	4.3.2 4.3.3
Regional collaboration	1.1.1 1.1.2 4.5.1 4.5.2
Roads infrastructure	1.1.2 2.8.7
Rubbish recycling kerbside collection	2.7.3
Sport recreation facilities	2.8.1 2.8.5
Strategic planning	4.2.3 4.4.2 4.4.3 4.4.4 4.4.6
Street lighting	2.3.2 2.6.1
Support for volunteers	3.1.5 4.1.5
Tourism management	1.1.1 1.1.2 1.1.3 1.1.4
Town beautification landscaping	1.1.3 2.5.1 2.5.2 2.5.3
Town planning	1.2.1 1.2.2 3.2.1
Waste management	2.7.3
Youth services	3.3.3

Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Three Springs operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Corporate Business Plan are set out below.

External Factors

Increasing community expectations in relation to service levels and service delivery

Rapid changes in information technology changing the service delivery environment

Increased compliance requirements due to Government Policy and Legislation

Cost shifting by Federal and State Governments

Reducing external funding for infrastructure and operations

Changes in mining and pastoral practices and the associated social impacts

Climate change and subsequent response

COVID-19 Pandemic

Internal Factors

The objectives and strategies contained in the current Strategic Community Plan

The timing and actions contained in the Corporate Business Plan

Organisational size, structure, activities and location

Human resourcing levels and staff retention

The financial capacity of the Shire

Allocation of resources to achieve strategic outcomes

Maintenance of corporate records

References and Acknowledgements

Reference to the following documents or sources were made during the preparation of the Corporate Business Plan:

- Shire of Three Springs Strategic Community Plan 2018–2028;
- Council website: www.threesprings.wa.gov.au;
- Shire of Three Springs Corporate Business Plan 2017-2021;
- Shire of Three Springs Strategic Resource Plan 2020-2035;
- Shire of Three Springs Annual Financial Report 2018-2019; and
- Shire of Three Springs Adopted Budget 2019-2020.

Prepared with the assistance of:

Moore Stephens (WA) Pty Ltd
Telephone: (08) 9225 5355
Email: perth@moorestephens.com.au

Disclaimer

This Plan has been prepared for the exclusive use by the Shire of Three Springs.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Shire of Three Springs, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Shire of Three Springs.

This Plan is supplied in good faith for public information purposes and the Shire accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

Document Management

Version	2020 – 2024 V2.1
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Date	22 June 2020
Date of Adoption	



SHIRE OF THREE SPRINGS POLICY MANUAL



Policy Manual

Policy History

Policy No.	Policy Name	Action	Details (Include OCM date & Council Dec. No.
	New Policy Manual	Adopted	17/06/2020 – 034/2020
	New Policies after June 2020		
1.21	Tourism – Adopt new Policy	Adopted	18/11/2020 - 080/2020
3.11	Recognition of Passing of Community Member – Rescind and replace with Recognitions of Births, Graduates and the Passing of Community Members	Rescinded and Adopted	16/12/2020 – 090/2020
2.19	Governance – Code of Conduct Council Members, Committee Members and Candidates Policy	Adopted	24/03/2021 – 014/2021
2.20	Governance - CEO Recruitment, Performance & Termination Policy	Adopted	28/04/2021 - 023/2021
1.22	Stallholders and Traders Permits in Thoroughfares	Adopted	26/05/2021 – 034/2021
2.11	Council Allowances, Expenses and Entitlements – Adopt – Modified	Adopted	24/03/2021 – 014/2021
2.19	Code of Conduct – Rescind existing Policy and adopt new Policy	Adopted	28/04/2021 – 023/2021
2.21	Adopt new Policy – Acting and Temporary Chief Executive Officer	Adopted	23/06/2021 – 049/2021
2.9	Adopt new Policy – Continuing Professional Development	Adopted	23/06/2021 – 049/2021
1.5	Rescind Purchasing Policy and adopt new Purchasing Policy	Adopted	27/04/2022 – 030/2022

POLICY MANUAL – OBJECTIVES

It is the policy of the Three Springs Shire Council to maintain a manual recording the various policies of the Council. Policies are to relate to issues of an on-going nature, policy decisions on single issues are not to be recorded in the manual.

The objectives of the Council's Policy Manual are:

- To provide Council with a formal written record of all policy decisions;
- To provide the staff with precise guidelines in which to act in accordance with Council's wishes;
- To enable the staff to act promptly in accordance with Council's requirements, but without continual reference to Council;
- To enable Councillors to adequately handle enquiries from electors without undue reference to the staff or the Council;
- To enable Council to maintain a continual review of Council Policy decisions and to ensure they are in keeping with community expectations, current trends and circumstances;
- To enable ratepayers to obtain immediate advice on matters of Council Policy.

The Policy Manual will be maintained and updated as and when a policy is varied by the Council. A copy of the Policy Manual, together with and be available on the Shire website (www.threesprings.wa.gov.au) details of variations as they occur, shall be distributed to all Councillors and appropriate staff.

Changes to Council Policy shall be made only on:

- Notice of motion, or
- An agenda item clearly setting out details of the amended policy.

CONTENTS

1. COUNCIL POLICIES - LEGISLATIVE	6
1.1 Council Policy Management	6
1.2 Audit Committee - Term of Reference	9
1.3 Code of Conduct for Council Members and Employees	12
1.4 Investment of Surplus Funds	20
1.5 Procurement Policy	22
1.6 Regional Price Preference	33
1.7 Official Communications	36
1.8 Complaints Management	40
1.9 Chief Executive Officers Performance Review	44
1.10 Covid-19 Financial Hardship	47
1.11 Public Interest Disclosure	50
1.12 Public Question Time at Council Meetings	52
1.13 Legal Representation and Cost Indemnification	54
1.14 Information Technology and Social Media	57
1.15 Execution of Documents	63
1.16 Corporate Credit Cards	66
1.17 Record Keeping	68
1.18 Civic Receptions, Functions and Provisions of Food and Refreshments	70
1.19 Council Briefing and Networking Forum	72
1.20 Related Parties	74
1.21 Tourism	78
1.22 Stallholders and Traders Permits in Thoroughfares	80
2. COUNCIL POLICIES - GOVERNANCE	82
2.1 Freedom of Information Statement	82
2.2 Corporate Governance Charter	84
2.3 Recognition of Council Member's Service	86
2.4 Display of National and other Flags	87
2.5 Use of Crest and Logo	88
2.6 Risk Management	90
2.7 Fraud and Corruption Prevention	95
2.8 Community Small Grants Fund	96
2.9 Council Member Continuing Professional Development	97
2.10 Deputy CEO Communicating with Shire President	104

2.11	Council Member Allowances, Expenses and Entitlements	105
2.12	Voluntary Emergency Services Leave	109
2.13	Equal Employment Opportunity - Commitment	111
2.14	Sexual Harassment	112
2.15	Employees – Medical and Police Certificates	114
2.16	Employees- Superannuation	115
2.17	Occupational Health and Safety	116
2.18	Council Members and Chief Executive Officer -Attendance at Events	119
2.19	Code of Conduct - Council Members, Committee Members and Candidates	122
2.20	Chief Executive Officer Recruitment, Performance and Termination Policy	130
2.21	Appointment of Acting or Temporary Chief Executive Officer	137
3.	COUNCIL POLICIES – COMMUNITY	140
3.1	Public Consultation	140
3.2	Council Members And Employees - Grievance Policy (Internal)	143
3.3	Rate Notice and Debt Recovery	147
3.4	Rates Exemption	150
3.5	Australia Day – Citizenship Award	152
3.6	Award of the Title “Honorary Freeman of the Shire of Three Springs”	155
3.7	Regulation of Cat Pounds	157
3.8	Closed Circuit TV Systems	159
3.9	Three Springs Aquatic Centre	162
3.10	Recognition of Three Springs Births, Graduates and the Passing of Community Members	164
4.	COUNCIL POLICIES - ENGINEERING	165
4.1	Heavy Vehicle Conditions for use on Shire Roads	165
4.2	Infrastructure Policy-Asset Management	167
4.3	Crossovers, Crossings, Gates and Pipes Across Roads	172
4.4	Roadside Vegetation	175
4.5	Lighting Management Policy	178
4.6	Standard Drawings	180

1. COUNCIL POLICIES - LEGISLATIVE

1.1 Council Policy Management

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The purpose of this policy is to enable the documentation and maintenance of a record of policies adopted by Council and outline processes to be followed for their drafting and implementation.

POLICY

The Local Government Act 1995 prescribes part of the role of a Council is to “determine the local governments policies.”

Policies will provide for the more efficient and effective use of the Shire’s resources and enable the Shire to make decisions based on the principles of equity, fairness, natural justice, transparency of decision making and good government as well as meeting statutory requirements.

Objectives of the Shire’s Policies

1. To provide the Shire with a record of policy decisions.
2. To provide employees with guidelines in which to act in accordance with Council’s direction.
3. To enable employees to act promptly in accordance with Council’s requirements, but without continual reference to Council.
4. To enable council members to adequately handle enquiries from electors without undue reference to the employees or the Council.
5. To enable the Shire to maintain a structured review of Council Policies and to ensure they are in keeping with statutory requirements, community needs, current trends and circumstances.
6. To enable the Community to obtain immediate advice on matters of Council Policy.

Policy Development

A Policy response will be considered where there is either complexity or lack of clarity in one or a combination of any of the following circumstances:

- Legislative requirement
- Industry standards
- Organisational standards
- Strategic objective
- Community need or expectation

A Policy response will only be proposed where it can be demonstrated that the policy will deliver:

- clarity and consistency in decision making,
- improved efficiency and effectiveness
- improved customer / community outcomes

Where it is identified that for purposes of effectiveness, efficiency or clarity in decision making, a new policy or policy amendment may be required, it may be initiated by either:

- a Council resolution
- an employee report to Council

Where Council has resolved that a policy is required to be developed, the Chief Executive Officer is to cause a Council report to be prepared that considers the range of influences on the proposed policy and includes a draft policy.

Requirements for Proposed New Policies and Major Amendment to Existing Policies

Where a new policy or substantial review of an existing policy is commenced, the following key elements will be researched and considered:

- Statutory compliance obligations
- Industry standards, codes of practice, guidelines
- Risk implications
- Customer / community needs and expectations
- Whether it effectively integrates in the Shire's operations
- External stakeholder consultation, where determined appropriate in accordance with the Shire's Community Consultation Manual
- Internal stakeholder consultation (including relevant senior employees and council members)
- Potential resource and budget implications

When the draft new policy or major amendment to existing policy has been prepared it is to be circulated to council members and senior employees, and other relevant employees seeking feedback, prior to inclusion in the Ordinary Council Meeting agenda. Where feedback identifies improvements, these will be incorporated into the final draft presented for Council's consideration and detailed within the report to Council.

Minor Amendments to Existing Policies

Where a proposed policy amendment is considered minor and does not impact on the substantive operation of the existing policy, then the requirements outlined above do not apply and the amendment can be provided direct to Council via a report.

Policy Manual Review

Each Policy adopted is to be assessed using the following risk considerations:

- Implications of statutory requirements
- Implications for operational effectiveness and efficiency
- Potential for negative impact on:
 - operational activity
 - strategic objectives
 - environmental / economic factors
 - reputation
- Complex procedures or technical information
- Change is likely to occur

All Council policies will be reviewed every 2 years:

- This does not, however, limit the review of individual policies during the year if identified as requiring amendment prior to the annual review date.

- Amendment to and revocation of, policies shall be done in accordance with Regulation 10 of the Local Government (Administration) Regulations 1996, with all decisions to be carried by an Absolute Majority of Council.

1.2 Audit Committee - Term of Reference

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
April 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The *Local Government Act 1995* (the Act) requires that all local governments establish an Audit and Risk Committee (“the Committee”). The Committee plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions.

POLICY

The Committee is an advisory committee appointed by and reports to the Shire of Three Springs’s Council (“the Council”). The Committee provides appropriate advice and recommendations to the Council on matters relevant to its Terms of Reference (TOR). This is in order to facilitate informed decision-making by the Council in relation to the legislative functions and duties of the local government that have not been delegated to the Chief Executive Officer (“CEO”).

POLICY OBJECTIVE

The objectives of the Committee are to oversee:

- The credibility and objectivity of financial reporting
- The effective management of financial and other risks and protect Council assets
- Compliance with laws and regulations as well as use of best practice guidelines relative to audit, risk management, internal control and legislative compliance
- The provision of an effective means of communication between the external auditor, the CEO and Council
- The scope of work, objectivity, performance and independence of the external and internal auditors, and
- The process and systems which protect against fraud and improper activities

AUTHORITY

The Committee is a formally appointed committee of the Council and is responsible to that body. The Committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility and does not have any delegated authority. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

The Committee has the authority to:

- Review the auditor’s annual audit plans and the outcomes/results of all audits undertaken
- Request the CEO to seek information or advice in relation to matters considered by the Committee
- Formally meet with internal and external auditors as necessary
- Seek resolution on any disagreements between management and the external auditors on financial reporting
- Make recommendations to Council with regards to matters within its scope of responsibility.

TERMS OF REFERENCE

1.2.1 POWERS OF THE AUDIT COMMITTEE

The Committee is a formally appointed committee of Council and is responsible to that body. The committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility and does not have any delegated authority. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

1.2.2 MEMBERSHIP

The *Local Government Act 1995* requires that an audit and risk committee is to consist of a minimum of three (3) members and in that situation, all must be Council members. Where a committee consists of more than three (3) members then a majority of those members must be Council members.

The Shire's Audit and Risk Committee may consist of five (5) members which may include up to two (2) independent external members.

Independent external members will be selected based on the following criteria:

- A suitably qualified person with demonstrated high level of expertise and knowledge in financial management, risk management, governance and audit (internal and external)
- Understanding of the duties and responsibilities of the position; ideally with respect to local government financial reporting and auditing requirements
- Strong communication skills
- Relevant skills and experience in providing independent expert advice

An independent external member will be a person with no operating responsibilities with the Shire nor will that person provide paid services to the Shire.

Appointment and re-appointment of independent external members shall be made by Council after consideration of the CEO's recommendation. The applications of independent external members will be sought through an open and transparent process. The evaluation of potential members will be reviewed by the CEO and appointments will be determined by the Council. Appointments will be for a maximum term of two (2) years.

Independent external members will be required to complete a confidentiality agreement and confirm that they will operate in accordance with the Shire's code of conduct. They will also be required to follow the Shire's policies as pertained to the Committee operations.

The Council may by resolution terminate the appointment of any independent external member prior to the expiry of his/her term if:

- The Committee by majority determines that the member is not making a positive contribution to the Committee
- The member is found to be in breach of the Shire's Code of Conduct or a serious contravention of the Local Government Act 1995
- A member's conduct, action or comments brings the Shire into disrepute

1.2.3 REPORTING

Reports and recommendations of each Committee meeting shall be presented to the next ordinary meeting of the Council.

1.2.4 DUTIES AND RESPONSIBILITIES

The duties and responsibilities of the Audit Committee will be to:

- Provide guidance and assistance to Council as to the carrying out the functions of the local government in relation to audits
- Develop and recommend to Council an appropriate process for the selection and appointment of a person as the Shire's auditor

- Develop and recommend to Council a list of those matters to be audited and the scope of the audit to be undertaken
- Recommend to Council the person or persons to be appointed as auditor
- Develop and recommend to Council a written agreement for the appointment of the external auditor. The agreement is to include:
 - the objectives of the audit
 - the scope of the audit
 - a plan of the audit
 - details of the remuneration and expenses to be paid to the auditor
 - the method to be used by the local government to communicate with, and supply information to, the auditor
- Meet with the auditor at least once in each year and provide a report to Council on the matters discussed and outcome of those discussions,
- Liaise with the CEO to ensure that the local government does everything in its power to:
 - assist the auditor to conduct the audit and carry out his or her other duties under the Local Government Act 1995
 - ensure that audits are conducted successfully and expeditiously
- Examine the reports of the auditor after receiving a report from the CEO on the matters to:
 - determine if any matters raised require action to be taken by the local government; and
 - ensure that appropriate action is taken in respect of those matters.
- Review the report prepared by the CEO on any actions taken in respect of any matters raised in the report of the auditor and presenting the report to the Council for adoption prior to the end of the next financial year or 6 months after the last report prepared by the auditors is received, whichever is the latest time.
- Review the scope of the audit plan and program and its effectiveness.
- Review the appropriateness of any special internal audit assignments undertaken at the request of Council or CEO.
- Review the level of resources allocated to internal audit and the scope of its authority.
- Review reports of internal audits, monitor the implementation of recommendations made by the audit and review the extent to which Council and management reacts to matters raised.
- Review the local government's draft annual financial report, focusing on:
 - accounting policies and practices
 - changes to accounting policies and practices
 - the process used in making significant accounting estimates
 - significant adjustments to the financial report (if any) arising from the audit process
 - compliance with accounting standards and other reporting requirements
 - significant variances from prior years
- Consider and recommend adoption of the annual financial report to Council. Review any significant changes that may arise after any such recommendation but before the annual financial report is signed.
- Review the annual Compliance Audit Return and report to Council the results of that review, and
- Consider the CEO's reviews of the appropriateness and effectiveness of the Shire's systems and procedures regarding risk management, internal control and legislative compliance, required to be provided to the committee, and report to the Council.

1.3 Code of Conduct for Council Members and Employees

Adoption		
Date	Meeting	Council Decision
24 March 2021	OCM	034/2020
Review		
Date	Meeting	Council Decision
24 June 2022	OCM	
No.	Title	
Legislative Reference		
Local Government Act 1995 (s.5.103 – Codes of Conduct) and Local Government (Administration) Regulations 1996 (Regs 34B and 34C).		

PURPOSE

The Code of Conduct provides Council Members, Committee Members and employees in Local Government with consistent guidelines for an acceptable standard of professional conduct. The Code addresses in a concise manner the broader issue of ethical responsibility and encourages greater transparency and accountability in individual Local Governments.

The Code is complementary to the principles adopted in the Local Government Act and Regulations which incorporates four fundamental aims to result in :-

- (a) better decision-making by local governments;
- (b) greater community participation in the decisions and affairs of local governments;
- (c) greater accountability of local governments to their communities; and
- (d) more efficient and effective local government.

The Code provides a guide and a basis of expectations for Council Members, Committee Members and employees. It encourages a commitment to ethical and professional behaviour and outlines principles in which individual and collective Local Government responsibilities may be based.

POLICY

STATUTORY ENVIRONMENT

The Code of Conduct observes statutory requirements of *the Local Government Act 1995 (s.5.103 – Codes of Conduct) and Local Government (Administration) Regulations 1996 (Regs. 34B and 34C).*

RULES OF CONDUCT

Council Members acknowledge their activities, behaviour and statutory compliance obligations may be scrutinised in accordance with prescribed rules of conduct as described in the *Local Government Act 1995* and *Local Government (Rules of Conduct) Regulations 2007*.

1.3.1 ROLES

1.3.1.1 ROLE OF COUNCIL MEMBER

The primary role of a Council Member is to represent the community, and the effective translation of the community's needs and aspirations into a direction and future for the Local Government will be the focus of the Council Member's public life.

The Role of Council Members as set out in S 2.10 of the Local Government Act 1995 follows:

"A Councillor:

- (a) represents the interests of electors, ratepayers and residents of the district;
- (b) provides leadership and guidance to the community in the district;
- (c) facilitates communication between the community and the council;

- (d) participates in the local government's decision-making processes at council and committee meetings; and
- (e) performs such other functions as are given to a Councillor by this Act or any other written law."

A Council Member is part of the team in which the community has placed its trust to make decisions on its behalf and the community is therefore entitled to expect high standards of conduct from its elected representatives. In fulfilling the various roles, Council Members activities will focus on:

- achieving a balance in the diversity of community views to develop an overall strategy for the future of the community;
- achieving sound financial management and accountability in relation to the Local Government's finances;
- ensuring that appropriate mechanisms are in place to deal with the prompt handling of residents' concerns;
- working with other governments and organisations to achieve benefits for the community at both a local and regional level;
- having an awareness of the statutory obligations imposed on Council Members and on Local Governments.

In carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

1.3.1.2 ROLE OF EMPLOYEES

The role of employees is determined by the functions of the CEO as set out in S 5.41 of the Local Government Act 1995:

"The CEO's functions are to:

- (a) advise the council in relation to the functions of a local government under this Act and other written laws;
- (b) ensure that advice and information is available to the council so that informed decisions can be made;
- (c) cause council decisions to be implemented;
- (d) manage the day to day operations of the local government;
- (e) liaise with the mayor or president on the local government's affairs and the performance of the local government's functions;
- (f) speak on behalf of the local government if the mayor or president agrees;
- (g) be responsible for the employment, management supervision, direction and dismissal of other employees (subject to S 5.37(2) in relation to senior employees);
- (h) ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and
- (i) perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO."

1.3.1.3 ROLE OF COUNCIL

The Role of the Council is in accordance with S 2.7 of the Local Government Act 1995:

- (1) The council —
 - (a) governs the local government's affairs; and
 - (b) is responsible for the performance of the local government's functions.
- (2) Without limiting subsection (1), the council is to —
 - (a) oversee the allocation of the local government's finances and resources; and
 - (b) determine the local government's policies."

PRINCIPLES AFFECTING THE EMPLOYMENT OF EMPLOYEES BY THE SHIRE

The following principles, set out in section 5.40 of the Act, apply to the employment of the Shire's employees:

- (a) employees are to be selected and promoted in accordance with the principles of merit and equity; and

- (b) no power with regard to matters affecting employees is to be exercised on the basis of nepotism or patronage; and
- (c) employees are to be treated fairly and consistently; and
- (d) there is to be no unlawful discrimination against employees or persons seeking employment by the Shire on a ground referred to in the Equal Opportunity Act 1984 or on any other ground; and
- (e) employees are to be provided with safe and healthy working conditions in accordance with the Occupational Safety and Health Act 1984; and
- (f) such other principles, not inconsistent with this Division, as may be prescribed

RELATIONSHIPS BETWEEN COUNCIL MEMBERS AND EMPLOYEES

An effective Councillor will work as part of the Council team with the Chief Executive Officer and other members of staff. That teamwork will only occur if Council Members and employees have a mutual respect and co-operate with each other to achieve the Council's corporate goals and implement the Council's strategies. To achieve that position, Council Members need to observe their statutory obligations which include, but are not limited to, the following –

- accept that their role is a leadership, not a management or administrative one;
- acknowledge that they have no capacity to individually direct members of staff to carry out particular functions;
- refrain from publicly criticising employees in a way that casts aspersions on their professional competence and credibility.

2.3.1 CONFLICT AND DISCLOSURE OF INTEREST

2.3.1.1 CONFLICT OF INTEREST

- (a) Council Members, Committee Members and employees will ensure that there is no actual (or perceived) conflict of interest between their personal interests and the impartial fulfilment of their professional duties.
- (b) Employees will not engage in private work with or for any person or body with an interest in a proposed or current contract with the Local Government, without first making disclosure to the Chief Executive Officer. In this respect, it does not matter whether advantage is in fact obtained, as any appearance that private dealings could conflict with performance of duties must be scrupulously avoided.
- (c) Council Members, Committee Members and employees will lodge written notice with the Chief Executive Officer describing an intention to undertake a dealing in land within the local government district or which may otherwise be in conflict with the Council's functions (other than purchasing the principal place of residence).
- (d) Council Members, Committee Members and employees who exercise a recruitment or other discretionary function will make disclosure before dealing with relatives or close friends and will disqualify themselves from dealing with those persons.
- (e) Employees will refrain from partisan political activities which could cast doubt on their neutrality and impartiality in acting in their professional capacity. An individual's rights to maintain their own political convictions are not impinged upon by this clause. It is recognised that such convictions cannot be a basis for discrimination and this is supported by anti-discriminatory legislation.

1.3.2.2 FINANCIAL INTEREST

Council Members, Committee Members and employees will adopt the principles of disclosure of financial interest as contained within the Local Government Act.

1.3.2.3 DISCLOSURE OF INTEREST

Definition:

In this clause, and in accordance with Regulation 34C of the Local Government (Administration) Regulations 1996 – "interest" means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.

- (a) A person who is an employee and who has an interest in any matter to be discussed at a Council or Committee meeting attended by the person is required to disclose the nature of the interest:
 - (i) in a written notice given to the CEO before the meeting; or
 - (ii) at the meeting immediately before the matter is discussed.
- (b) A person who is an employee and who has given, or will give, advice in respect of any matter to be discussed at a Council or Committee meeting not attended by the person is required to disclose the nature of any interest the person has in the matter:
 - (i) in a written notice given to the CEO before the meeting; or
 - (ii) at the time the advice is given.
- (c) A requirement described under items (a) and (b) exclude an interest referred to in Section 5.60 of the Local Government Act 1995.
- (d) A person is excused from a requirement made under items (a) or (b) to disclose the nature of an interest if:
 - (i) the person's failure to disclose occurs because the person did not know he or she had an interest in the matter; or
 - (ii) the person's failure to disclose occurs because the person did not know the matter in which he or she had an interest would be discussed at the meeting and the person discloses the nature of the interest as soon as possible after becoming aware of the discussion of a matter of that kind.
- (e) If a person who is an employee makes a disclosure in a written notice given to the CEO before a meeting to comply with requirements of items (a) or (b), then:
 - (i) before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and
 - (ii) immediately before a matter to which the disclosure relates is discussed at the meeting the person presiding is to bring the notice and its contents to the attention of the persons present.
- (f) If:
 - (i) to comply with a requirement made under item (a), the nature of a person's interest in a matter is disclosed at a meeting; or
 - (ii) a disclosure is made as described in item (d)(ii) at a meeting; or
 - (iii) to comply with a requirement made under item (e)(ii), a notice disclosing the nature of a person's interest in a matter is brought to the attention of the persons present at a meeting, the nature of the interest is to be recorded in the minutes of the meeting.

1.3.3 PERSONAL BENEFIT

1.3.3.1 USE OF CONFIDENTIAL INFORMATION

Council Members, Committee Members and employees shall not use confidential information to gain improper advantage for themselves or another person or body in ways which are inconsistent with their obligation to act impartially and in good faith, or to improperly cause harm, detriment or impairment to any person, body, or the Council.

Due discretion shall be exercised by all those who have access to confidential or sensitive information. Every matter dealt with by, or brought before, a meeting sitting behind closed doors, shall be treated as strictly confidential, and shall not without the authority of the Council be disclosed to any person other than the Council members and/or employees of the Shire (and in the case of employees only so far as may be necessary for the performance of their duties) prior to the discussion of the matter at a meeting of the Council held with open doors.

Nothing in this section prevents a Council member or officer from disclosing confidential information:

- to a legal practitioner for the purpose of obtaining legal advice; or
- if the disclosure is permitted by law.

1.3.3.2 INTELLECTUAL PROPERTY

The title to Intellectual Property in all duties relating to contracts of employment will be assigned to the Local Government upon its creation unless otherwise agreed by separate contract.

1.3.3.3 IMPROPER OR UNDUE INFLUENCE

Council Members , Committee Members and employees will not take advantage of their position to improperly influence other Council Members or employees in the performance of their duties or functions, in order to gain undue or improper (direct or indirect) advantage or gain for themselves or for any other person or body.

Council Members, Committee Members and employees shall not take advantage of their position to improperly influence any other person in order to gain undue or improper (direct or indirect) advantage or gain, pecuniary or otherwise, for themselves or for any other person or body. Similarly, Council members, committee members and employees shall not take advantage of their positions to improperly disadvantage or cause detriment to the local government or any other person.

1.3.3.4 GIFTS - EMPLOYEES

Definitions:

In this clause, and in accordance with Regulation 34B of the Local Government (Administration) Regulations 1996:

“activity involving a local government discretion” means an activity:

- (a) that cannot be undertaken without an authorisation from the local government; or*
- (b) by way of a commercial dealing with the local government;*

“gift” has the meaning given to that term in S 5.82(4) except that it does not include:

- (a) a gift from a relative as defined in S 5.74(1); or*
- (b) a gift that must be disclosed under Regulation 30B of the Local Government (Elections) Regulations 1997; or*
- (c) a gift from a statutory authority, government instrumentality or non-profit association for professional training;*

“notifiable gift”, in relation to a person who is an employee, means:

- (a) a gift worth between \$50 and \$300; or*
- (b) a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth between \$50 and \$300;*

“prohibited gift”, in relation to a person who is an employee, means:

- (a) a gift worth \$300 or more; or*
- (b) a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth \$300 or more.*

- (a) A person who is an employee is to refrain from accepting a prohibited gift from a person who:
 - (i) is undertaking or seeking to undertake an activity involving a local government discretion; or
 - (ii) it is reasonable to believe is intending to undertake an activity involving a local government discretion.
- (b) A person who is an employee and who accepts a notifiable gift from a person who:
 - (i) is undertaking or seeking to undertake an activity involving a local government discretion; or
 - (ii) it is reasonable to believe is intending to undertake an activity involving a local government discretion,is to notify the CEO, in accordance with item (c) and within 10 days of accepting the gift, of the acceptance.
- (c) The notification of the acceptance of a notifiable gift must be in writing and include:
 - (i) the name of the person who gave the gift; and
 - (ii) the date on which the gift was accepted; and
 - (iii) a description, and the estimated value, of the gift; and
 - (iv) the nature of the relationship between the person who is an employee and the person who gave the gift; and

- (v) if the gift is a notifiable gift under paragraph (b) of the definition of “notifiable gift” (whether or not it is also a notifiable gift under paragraph (a) of that definition):
 - a. a description; and
 - b. the estimated value; and
 - c. the date of acceptance,
- (vi) of each other gift accepted within the 6 month period.
- (d) The CEO is to maintain a register of notifiable gifts and record in it details of notifications given to comply with a requirement made under item (c).
- (e) This clause does not apply to gifts received from a relative (as defined in s.5.74(1) of the Local Government Act 1995) or an electoral gift (to which other disclosure provisions apply).
- (f) This clause does not prevent the acceptance of a gift on behalf of the local government in the course of performing professional or ceremonial duties in circumstances where the gift is presented in whole to the CEO, entered into the Register of Notifiable Gifts and used or retained exclusively for the benefit of the local government.

1.3.4 CONDUCT OF COUNCIL MEMBERS, COMMITTEE MEMBERS AND EMPLOYEES

1.3.4.1 PERSONAL BEHAVIOUR

- (a) Council Members, Committee Members and employees will:
 - i) act, and be seen to act, properly and in accordance with the requirements of the law and the terms of this Code;
 - ii) perform their duties impartially and in the best interests of the Local Government uninfluenced by fear or favour;
 - iii) act in good faith (i.e. honestly, for the proper purpose, and without exceeding their powers) in the interests of the Local Government and the community;
 - iv) make no allegations which are improper or derogatory (unless true and in the public interest) and refrain from any form of conduct, in the performance of their official or professional duties, which may cause any reasonable person unwarranted offence or embarrassment; and
 - v) always act in accordance with their obligation of fidelity to the Local Government.
- (b) Council Members will represent and promote the interests of the Local Government, while recognising their special duty to their own constituents.

1.3.4.2 HONESTY AND INTEGRITY

Council Members, Committee Members and employees will:

- (a) observe the highest standards of honesty and integrity, and avoid conduct which might suggest any departure from these standards;
- (b) bring to the notice of the Mayor/President any dishonesty or possible dishonesty on the part of any other member, and in the case of an employee to the Chief Executive Officer;
- (c) be frank and honest in their official dealing with each other.

1.3.4.3 PERSONAL COMMUNICATIONS AND SOCIAL MEDIA

- (a) Personal communications and statements made privately in conversation, written, recorded, emailed or posted in personal social media, have the potential to be made public, whether intended or not.
- (b) Employees must not, unless undertaking a duty in accordance with their employment, disclose information, make comments or engage in communication activities about or on behalf of the Local Government, it's Council Members, employees or contractors, which breach this Code of Conduct.
- (c) Council Member comments which become public and breach the Local Government (Rules of Conduct) Regulations 2007 may constitute a breach of the Local Government Act 1995 and may be referred for investigation.

- (d) Employee comments which become public and breach the Code of Conduct, or any other operational policy or procedure, may constitute a disciplinary matter and may also be determined as misconduct and be notified in accordance with the Corruption, Crime and Misconduct Act 2003.

1.3.4.4 PERFORMANCE OF DUTIES

- (a) While on duty, employees will give their whole time and attention to the Local Government's business and ensure that their work is carried out efficiently, economically and effectively, and that their standard of work reflects favourably both on them and on the Local Government.
- (b) Council Members and Committee Members will at all times exercise reasonable care and diligence in the performance of their duties, being consistent in their decision making but treating all matters on individual merits. Council members and committee members will be as informed as possible about the functions of the Council, and treat all members of the community honestly and fairly.

1.3.4.5 COMPLIANCE WITH LAWFUL ORDERS

- (a) Council Members, Committee Members and employees will comply with any lawful order given by any person having authority to make or give such an order, with any doubts as to the propriety of any such order being taken up with the superior of the person who gave the order and, if resolution cannot be achieved, with the Chief Executive Officer.
- (b) Council Members, Committee Members and employees will give effect to the lawful decisions and policies of the Local Government, whether or not they agree with or approve of them.

1.3.4.6. ADMINISTRATIVE AND MANAGEMENT PRACTICES

Council Members, Committee Members and employees will ensure compliance with proper and reasonable administrative practices and conduct, and professional and responsible management practices.

1.3.4.7. CORPORATE OBLIGATIONS

(a) Standard of Dress

Council Members, Committee Members and employees are expected to comply with neat and responsible dress standards at all times. Accordingly:

- (i) Council Members and Committee Members will dress in a manner appropriate to their position, in particular when attending meetings or representing the Local Government in an official capacity.
- (ii) Management reserves the right to adopt policies relating to corporate dress and to raise the issue of dress with individual employees.

(b) Communication and Public Relations

- (i) All aspects of communication by employees (including verbal, written or personal), involving the Local Governments activities should reflect the status and objectives of that Local Government. Communications should be accurate, polite and professional.
- (ii) As a representative of the community, Council Members need to be not only responsive to community views, but to adequately communicate the attitudes and decisions of the Council. In doing so Council Members should acknowledge that:
 - as a member of the Council there is respect for the decision making processes of the Council which are based on a decision of the majority of the Council;
 - information of a confidential nature ought not be communicated until it is no longer treated as confidential;
 - information relating to decisions of the Council on approvals, permits and so on ought only be communicated in an official capacity by a designated officer of the Council;
 - information concerning adopted policies, procedures and decisions of the Council is conveyed accurately.

- (iii) Committee Members accept and acknowledge it is their responsibility to observe any direction the Local Government may adopt in terms of advancing and promoting the objectives of the Committee to which they have been appointed.

1.3.4.8. APPOINTMENTS TO COMMITTEES

As part of their representative role Council Members are often asked to represent the Council on external organisations. It is important that Council Members:

- clearly understand the basis of their appointment; and
- provide regular reports on the activities of the organisation.

1.3.5. DEALING WITH COUNCIL PROPERTY

1.3.5.1. USE OF LOCAL GOVERNMENT RESOURCES

Council Members and employees will:

- (a) be scrupulously honest in their use of the Local Government's resources and shall not misuse them or permit their misuse (or the appearance of misuse) by any other person or body;
- (b) use the Local Government resources entrusted to them effectively and economically in the course of their duties; and
- (c) not use the Local Government's resources (including the services of Council employees) for private purposes (other than when supplied as part of a contract of employment), unless properly authorised to do so, and appropriate payments are made (as determined by the Chief Executive Officer).

1.3.5.2. TRAVELLING AND SUSTENANCE EXPENSES

Council Members, Committee Members and employees will only claim or accept travelling and sustenance expenses arising out of travel-related matters which have a direct bearing on the services, policies or business of the Local Government in accordance with Local Government policy, awards and the provisions of the Local Government Act.

1.3.6. ACCESS TO INFORMATION

- (a) Employees will ensure that Council Members are given access to all information necessary for them to properly perform their functions and comply with their responsibilities.
- (b) Council Members will ensure that information provided will be used properly and to assist in the process of making reasonable and informed decisions on matters before the Council.

1.4 Investment of Surplus Funds

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The Council and delegated investment employee have fiduciary responsibilities under s6.14 of the Local Government Act and therefore risks must be kept to a minimum and the investment managed with the care, diligence and skill that a prudent person would exercise.

POLICY

The following principles and objectives guide decision making in relation to investments.

- Preservation of Capital.
- To take a conservative approach to investments, but with a focus to add value through a prudent investment of funds.
- To achieve an adequate level of diversification to spread risk.
- To achieve a high level of security.
- To have ready access to funds for day-to-day requirements.
- Council conforms with its responsibilities under:
 - *Local Government Act 1995* – Section 6.14,
 - *The Trustees Act 1962* – Part III Investments,
 - *Local Government (Financial Management) Regulations 1996* – Regulations 19, 28 and 49
 - Australian Accounting Standards
- That Council has in place a current set of policies and delegations for its Officer's responsible for the investment of Council held funds.
- Adherence to the guidelines and procedures outlined in this document by all employees with delegated authority to invest/control Council funds.

POLICY STATEMENT

Employees authorised to make investment decisions and sign investment lodgements, withdrawals etc., are specified in Council's Delegated Authority Register.

- Any investments made under delegated authority are to comply with the Authorised Investments List.
- Decisions in excess of \$750,000 unauthorized investments or for terms > 12 months must be referred to Council for determination.

1.4.1. PRUDENT PERSON STANDARD

The Council and delegated investment employee have fiduciary responsibilities under s6.14 of the Local Government Act and therefore risks must be kept to a minimum and the investment managed with the care, diligence and skill that a prudent person would exercise. In this respect, the schedule of Authorised Investments

and limits applying are to be adhered to. Relevant employees shall disclose any conflict of interest to the CEO and the CEO to the Shire President.

1.4.2. AUTHORISED INVESTMENTS

Without approval from Council, investments are limited to: -

- State/Commonwealth Government Bonds,
- Interest Bearing Deposits,
- Bank accepted/endorsed bank bills,
- Bank negotiable Certificate of Deposits; and
- Investments fixed for greater than 12 months are to be approved by Council, reviewed on a regular basis and invested for no longer than 3 years.

1.4.3. PROHIBITED INVESTMENTS

- Derivative based instruments,
- Principal only investments or securities that provide potentially nil or negative cash flow,
- Stand-alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind; and
- Investments into listed Australian shares, listed Property Trusts and Unlisted property without Council's specific approval.
- The use of leveraging (borrowing to invest).

1.4.4. RISK MANAGEMENT CONTROLS

Risk Management Controls include:

- Delegated Authority to invest,
- Documented investment procedures,
- Investment Register to be maintained which includes control procedures to identify the nature and location of all investments and the transactions related to each investment,
- Maturity of investments to be monitored at least monthly,
- Monthly statements to be received from counterparties,
- Monthly bank reconciliations to be prepared for each account,
- Monthly report to Council; and
- Investments obtained are to comply with the following three key criteria:

1.4.5. SEPARATE AND COMMON ACCOUNTS

- Separate accounts must be established the following purposes: —
 - Money required to be held in the municipal fund,
 - Money required to be held in the trust fund; and
 - Money required to be held in reserve accounts.
- Money from different accounts may be placed in a common account for investment purposes.
- Interest earned on each individual "Reserves/Restricted Assets" will be applied to that particular account

1.5 Procurement Policy

Adoption		
Date	Meeting	Council Decision
27.04.22	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The Shire of Three Springs (the "**Shire**") is committed to applying the objectives, principles, and practices outlined in this Policy, to all purchasing activity and to ensuring alignment with the Shire's strategic and operational objectives.

POLICY

1.1 OBJECTIVES

The Shire's purchasing activities will:

- (a) Achieve the best value for money that considers sustainable benefits, such as; environmental, social, and local economic factors;
- (b) Foster economic development by maximising the participation of local businesses in the delivery of goods and services;
- (c) Use consistent, efficient, and accountable purchasing processes and decision-making, including; competitive quotation processes, assessment of best value for money, and sustainable procurement outcomes for all purchasing activity, including tender exempt arrangements;
- (d) Apply fair and equitable competitive purchasing processes that engage potential suppliers impartially, honestly, and consistently;
- (e) Commit to probity and integrity, including the avoidance of bias and perceived and actual conflicts of interest;
- (f) Comply with the *Local Government Act 1995*, *Local Government (Functions and General) Regulations 1996*, other relevant legislation, Codes of Practice, Standards and the Shire's Policies and procedures;
- (g) Ensure purchasing outcomes contribute to efficiencies (time and resources) for the Shire of Three Springs.
- (h) Identify and manage risks arising from purchasing processes and purchasing outcomes in accordance with the Shire's Risk Management framework;
- (i) Ensure records evidence purchasing activities in accordance with the *State Records Act 2000* and the Shire's Record Keeping Plan;
- (j) Ensure confidentiality protects commercial-in-confidence information and only releases information when approved by the Chief Executive Officer.

1.2 ETHICS & INTEGRITY

The Shire's Code of Conduct applies when undertaking purchasing activities and decision making, requiring Council Members and employees to observe the highest standards of ethics and integrity and act honestly and professionally.

1.3 VALUE FOR MONEY

The Shire will apply value for money principles in critically assessing purchasing decisions and acknowledges that the lowest price may not always be the most advantageous.

1.3.1 Assessing Value for Money

Value for money assessment may consider:

- (a) All relevant Total Costs of Ownership (TCO) and benefits including; transaction costs associated with acquisition, delivery, distribution, and other costs such as, but not limited to; holding costs, consumables, deployment, training, maintenance, and disposal;
- (b) The technical merits of the goods or services being offered in terms of compliance with specifications, contractual terms and conditions and any relevant methods of assuring quality. This includes but is not limited to an assessment of compliances, the supplier's resource availability, capacity and capability, value-adds offered, warranties, guarantees, repair and replacement policies and response times, ease of inspection and maintenance, ease of after-sales service, ease of communications, etc.
- (c) The supplier's financial viability and capacity to supply without the risk of default, including the competency of the prospective suppliers in terms of managerial and technical capabilities and compliance history;
- (d) A strong element of competition by obtaining a sufficient number of competitive quotations consistent with this Policy, where practicable;
- (e) The safety requirements and standards associated with both the product design and the specification offered by suppliers and the evaluation of risk arising from the supply, operation, and maintenance;
- (f) The environmental, economic and social benefits arising from the goods, services or works required, including consideration of these benefits regarding the supplier's operations, in accordance with this Policy and any other relevant Shire Policy including Local Economic Benefit; and

1.4 PURCHASING THRESHOLDS AND PRACTICES

1.4.1 Defining the Purchasing Value

The Shire will apply reasonable and consistent methodologies to assess and determine Purchasing Values, which ensure:

- (a) The appropriate purchasing threshold and practice are applied in all purchasing activities; and
- (b) Wherever possible, purchasing activity for the same category of supply is aggregated into single contract arrangements to achieve the best value and efficiency in future purchasing activities where the requirements are able to be provided by a single supplier.

A **category of supply** can be defined as groupings of similar goods or services with common: supply and demand drivers, market characteristics, or suppliers.

1) Strategic Purchasing Value Assessments

The Shire will periodically review recent past purchasing activity across its operations to identify categories of supply for which the Shire will have continuing need and which can be aggregated into single contract arrangements in order to achieve the best value for money and efficiency in future purchasing activity.

The assessment of aggregated expenditure for the same category of supply capable of being supplied by a single supplier will determine the Purchasing Value threshold applicable to the future purchasing activity.

2) Individual Purchasing Value Assessments

In any case, where there is no relevant current contract, each purchasing activity is to assess the Purchasing Value based upon the following considerations:

- (a) Exclusive of Goods and Services Tax (GST); and
- (b) The estimated total expenditure for the proposed supply including the value of all contract extension options and where applicable, the total cost of ownership considerations.
- (c) The appropriate length of a contract is to be determined based on market volatility, ongoing nature of supply, historical purchasing evidence and estimated future purchasing requirements.
- (d) Requirements must not be split to avoid purchasing or tendering thresholds [F&G Reg. 12].

The calculated estimated Purchasing Value will determine the applicable threshold and purchasing practice to be undertaken.

1.4.2 Table of Purchasing Thresholds and Practices

(1) Supplier Order of Priority

The Shire will consider and apply, where applicable, the following Supplier Order of Priority:

Priority 1:	<p>Existing Pre-qualified Supplier Panel or other Contract</p> <p>Current contracts, including a Panel of Pre-qualified Suppliers or contracted suppliers, must be used where the Shire's supply requirements can be met through the existing contract.</p> <p>If the Shire does not have a current contract relevant to the required supply, then a relevant WALGA Preferred Supplier Arrangement (PSA) is to be used.</p>
Priority 2:	<p>Local Suppliers</p> <p>Where the Purchasing Value does not exceed the tender threshold and a relevant local supplier is capable of providing the required supply, the Shire will ensure that wherever possible quotations are obtained from local suppliers permanently located within the District as a first priority, and those permanently located within surrounding Districts as the second priority.</p> <p>If no relevant local supplier is available, then a relevant WALGA PSA may be used.</p>
Priority 3:	<p>Tender Exempt - WALGA Preferred Supplier Arrangement (PSA)</p> <p>Use a relevant WALGA PSA regardless of whether or not the Purchasing Value will exceed the tender threshold.</p> <p>However, if a relevant PSA exists but an alternative supplier is considered to provide the best value, then the CEO, must approve the alternative supplier. Reasons for not using a PSA may include:</p> <ul style="list-style-type: none"> i. Local supplier availability (that are not within the PSA); or, ii. Social procurement – preference to use Aboriginal business or Disability Enterprise. <p>If no relevant WALGA PSA is available, then a relevant State Government Common Use Arrangement (CUA) may be used.</p>

Priority 4:	<p>Tender Exempt - WA State Government Common Use Arrangement (CUA). Use a relevant CUA regardless of whether or not the Purchasing Value will exceed the tender threshold.</p> <p>However, if a relevant CUA exists, but an alternative supplier is considered to provide best value for money, then the proposed alternative supplier must be approved by the CEO.</p> <p>If no relevant CUA is available, then a Tender Exempt <i>[F&G Reg.11(2)]</i> arrangement may be used.</p>
Priority 5:	<p>Other Tender Exempt arrangement <i>[F&G Reg. 11(2)]</i></p> <p>Regardless of whether or not the Purchasing Value will exceed the tender threshold, the Shire will investigate and seek quotations from tender exempt suppliers and will specifically ensure that wherever possible, quotations are obtained from a WA Disability Enterprise and / or an Aboriginal Owned Business that is capable of providing the required supply.</p>
Priority 6:	<p><u>Other Suppliers</u></p> <p>Where there is no relevant existing contract or tender exempt arrangement available, purchasing activity from any other supplier is to be in accordance with relevant Purchasing Value Threshold and Purchasing Practice specified in the table below.</p>

(2) Purchasing Practice Purchasing Value Thresholds

The Purchasing Value, assessed in accordance with clause 1.4.1, determines the Purchasing Practice to be applied to the Shire's purchasing activities.

Purchase Value Threshold (ex GST)	Purchasing Practice Requirements
Up to \$150 (ex GST)	<p>Three Springs Local Trading Monthly Accounts are approved.</p> <p>Individual purchases up to \$50.00 can be charged to the monthly account.</p> <p>These purchases are to be verbally pre-approved by the relevant Manager/Supervisor.</p> <p>Purchases between \$50 and \$150 to be charged to the Monthly account are to be accompanied with a Purchase Order.</p> <p>There is no requirement for requesting quotes and recording on the Electronic Procurement System.</p>
Up to \$5,000 (ex GST)	<p>Purchase directly from a supplier using a Purchase Order or Corporate Credit Card.</p> <p>One (1) verbal or written quotation from a suitable supplier.</p> <p>The quotes are to be recorded/evidenced using the Electronic Procurement System.</p>

Purchase Value Threshold <i>(ex GST)</i>	Purchasing Practice Requirements
<p>From \$5,001 and up to \$20,000 <i>(ex GST)</i></p>	<p>Two (2) written quotations from suitable suppliers.</p> <p>If purchasing from a WALGA PSA, CUA or other tender exempt arrangement, a minimum of one (1) written quotation is to be obtained.</p> <p>Confirmed via Purchase Order or Contract/Agreement.</p> <p>The purchasing decision is to be based upon assessment of the supplier's response to:</p> <ul style="list-style-type: none"> • a brief outline of the specified requirement for the goods; services or works required; and • Value for Money criteria, not necessarily the lowest price. <p>The quotes are to be recorded/evidenced using the Electronic Procurement System.</p>
<p>From \$20,001 and up to \$50,000 <i>(ex GST)</i></p>	<p>Three (3) written quotations from suitable suppliers. Purchasing from a WALGA PSA, CUA or other tender exempt arrangement, where a minimum of one (1) written quotation is to be obtained.</p> <p>Confirmed via Purchase Order or Contract/Agreement.</p> <p>The purchasing decision is to be based upon an assessment of the suppliers' responses to:</p> <ul style="list-style-type: none"> • a brief outline of the specified requirement for the goods; services or works required; and • Value for Money criteria, not necessarily the lowest quote. <p>The quotes are to be recorded/evidenced using the Electronic Procurement system.</p>
<p>From \$50,001 and up to \$250,000 <i>(ex GST)</i></p>	<p>Three (3) written responses from suppliers.</p> <p>The purchasing decision is to be based upon assessment of the supplier's response to:</p> <ul style="list-style-type: none"> • a detailed written specification for the goods, services or works required; and • pre-determined selection criteria that assess all best and sustainable value considerations. <p>The quotes are to be recorded/evidenced using the Electronic Procurement system Confirmed via Purchase Order or Contract/Agreement.</p>
<p>Over \$250,000 <i>(ex GST)</i></p>	<p>Tender Exempt arrangements (i.e. WALGA PSA, CUA or other tender exemption under <i>F&G Reg.11(2)</i>) require at least three (3) written responses from suppliers by invitation under a formal Request for Quotation in accordance with the Supplier Order of Priority detailed in clause 1.4.2(1).</p> <p><u>OR</u></p>

Purchase Value Threshold (<i>ex GST</i>)	Purchasing Practice Requirements
	<p>Public Tender undertaken in accordance with the <i>Local Government Act 1995</i> and relevant Shire Policy and procedures.</p> <p>The Tender Exempt or Public Tender purchasing decision is to be based on the suppliers' response to:</p> <ul style="list-style-type: none"> • A detailed specification; and • Pre-determined selection criteria that assesses all best and sustainable value considerations.
<p>Emergency Purchases (<i>Within Budget</i>) Refer to Clause 1.4.3</p>	<p>Where goods or services are required for emergency response and are within the scope of an established Panel of Pre-qualified Supplier or existing contract, the emergency supply must be obtained from the Panel or existing contract using relevant unallocated budgeted funds.</p> <p>If there is no existing Panel or contract, then clause 1.4.2(1) Supplier Order of Priority will apply wherever practicable.</p> <p>However, where due to the urgency of the situation, a contracted or tender exempt supplier is unable to provide the emergency supply <u>OR</u> compliance with this Purchasing Policy would cause unreasonable delay, the supply may be obtained from any supplier capable of providing the emergency supply. However, an emergency supply is only to be obtained to the extent necessary to facilitate the urgent emergency response and must be subject to due consideration of best value and sustainable practice.</p> <p>The rationale for policy non-compliance and the purchasing decision must be evidenced in accordance with the Shire's Record Keeping Plan.</p>
<p>Emergency Purchases (<i>No budget allocation available</i>) Refer for Clause 1.4.3</p>	<p>Where no relevant budget allocation is available for an emergency purchasing activity, then, in accordance with s.6.8 of the <i>Local Government Act 1995</i>, the President must authorise, in writing, the necessary budget adjustment prior to the expense being incurred.</p> <p>The CEO is responsible for ensuring that an authorised emergency expenditure under s.6.8 is reported to the next ordinary Council Meeting.</p> <p>The Purchasing Practices prescribed for Emergency Purchases (within budget) above, then apply.</p>
<p>LGIS Services Section 9.58(6)(b) Local Government Act 1995</p>	<p>The suite of LGIS insurances are established in accordance with s.9.58(6)(b) of the <i>Local Government Act 1995</i> and are provided as part of a mutual, where WALGA Member Local Governments are the owners of LGIS. Therefore, obtaining LGIS insurance services is available as a member-based service and is not defined as a purchasing activity subject to this Policy.</p> <p>Should Council resolve to seek quotations from alternative insurance suppliers, compliance with this Policy is required.</p>

The Chief Executive Officer is authorised to approve purchase orders for the purchasing of goods and services and acquiring and disposing of any property to the value of \$250,000.

Where the minimum purchasing requirements cannot be met, a non-conforming file note needs to be completed detailing the reasons for not meeting the requirement and signed by the Chief Executive Officer.

1.4.3 Emergency Purchases

Emergency purchases are defined as the supply of goods or services associated with:

- (a) A local emergency and the expenditure is required (within existing budget allocations) to respond to an imminent risk to public safety, or to protect or make safe property or infrastructure assets;
OR
- (b) A local emergency and the expenditure is required (with no relevant available budget allocation) to respond to an imminent risk to public safety or to protect or make safe property or infrastructure assets in accordance with s.6.8 of the Local Government Act 1995 and Functions and General Regulation 11(2)(a); OR
- (c) A State of Emergency declared under the Emergency Management Act 2005 and therefore, Functions and General Regulations 11(2)(aa), (ja) and (3) apply to vary the application of this Policy.

Time constraints, administrative omissions and errors do not qualify for definition as an emergency purchase. Instead, every effort must be made to research and anticipate purchasing requirements in advance and to allow sufficient time for planning and scoping proposed purchases and to then obtain quotes or tenders, as applicable.

1.4.4 Public Tender Exemptions

An exemption from the requirement to publicly invite tenders may apply when the purchase is:

- a) obtained from a pre-qualified supplier under the WALGA Preferred Supplier Arrangement or other suppliers that are accessible under another tender exempt arrangement.
- b) from a pre-qualified supplier under a Panel established by the Shire;
- c) from a Regional Local Government or another Local Government;
- d) acquired from an Australian Disability Enterprise and represents Value for Money;
- e) the purchase is authorised under action by Council under delegated authority;
- f) within six months of no tender being accepted;
- g) where the contract is for petrol, oil, or other liquid or gas used for internal combustion engines; or
- h) the purchase is covered by any of the other exclusions under Regulation 11 of the Regulations.

1.4.5 Inviting Tenders Though not Required to do so

The Shire may determine to invite Public Tenders, despite the estimated Purchase Value being less than the \$250,000 prescribed tender threshold, but only where an assessment determines that the purchasing requirement cannot be met through a tender exempt arrangement and the use of a public tender process will enhance; value for money, efficiency, risk mitigation and sustainable procurement benefits.

In such cases, the tender process must comply with the legislative requirements and the Shire's tendering procedures [*F&G Reg.13*].

1.4.6 Expressions of Interest

Expressions of Interest (EOI) will be considered as a prerequisite to a tender process [*F&G Reg.21*] where the required supply evidences one or more of the following criteria:

- (a) Unable to sufficiently scope or specify the requirement;
- (b) There is significant variability for how the requirement may be met;

- (c) There is potential for suppliers to offer unique solutions and/or multiple options for how the purchasing requirement may be obtained, specified, created or delivered;
- (d) Subject to a creative element; or
- (e) Provides a procurement methodology that allows for the assessment of a significant number of potential tenderers leading to a shortlisting process based on non-price assessment.

All EOI processes will be based upon qualitative and other non-price information only.

1.4.7 Unique Nature of Supply (Sole Supplier)

An arrangement with a supplier based on the unique nature of the goods or services required or for any other reason, where it is unlikely that there is more than one potential supplier may only be approved where the:

- (a) purchasing value is estimated to be over \$5,000; and
- (b) purchasing requirement has been documented in a detailed specification; and
- (c) the specification has been extensively market-tested, and only one potential supplier has been identified as being capable of meeting the specified purchase requirement; and
- (d) market testing process and outcomes of supplier assessments have been evidenced in records, inclusive of a rationale for why the supply is determined as unique and why quotations/tenders cannot be sourced through more than one potential supplier.

An arrangement of this nature will only be approved for a period not exceeding one (1) year. For any continuing purchasing requirement, the approval must be re-assessed before expiry to evidence that only one potential supplier still genuinely exists.

1.4.8 Anti-Avoidance

The Shire will not conduct multiple purchasing activities with the intent (inadvertent or otherwise) of "splitting" the purchase value or the contract value so that the effect is to avoid a particular purchasing threshold or the need to call a Public Tender. This includes the creation of two or more contracts or creating multiple purchase order transactions of a similar nature.

1.4.9 Contract Renewals, Extensions and Variations

Where a contract has been entered into as the result of a publicly invited tender process, then *Functions and General Regulation 21A* applies.

For any other contract, the contract must not be varied unless

- (a) The variation is necessary in order for the goods or services to be supplied and does not change the scope of the contract; or
- (b) The variation is a renewal or extension of the term of the contract where the extension or renewal options were included in the original contract.

Upon expiry of the original contract, and after any options for renewal or extension included in the original contract have been exercised, the Shire is required to review the purchasing requirements and commence a new competitive purchasing process in accordance with this Policy.

2.0 LOCAL ECONOMIC BENEFIT

The Shire promotes economic development through the encouragement of competitive participation in the delivery of goods and services by local suppliers permanently located within its District first, and secondly, those permanently located within its broader region. As much as practicable, the Shire will:

- (a) consider buying practices, procedures and specifications that encourage the inclusion of local businesses and the employment of local residents;
- (b) consider indirect benefits that have flow-on benefits for local suppliers (i.e. servicing and support);

- (c) ensure that procurement plans and analysis is undertaken prior to developing Requests to understand the local business capability and local content availability where components of goods or services may be sourced from within the District for inclusion in selection criteria;
- (d) explore the capability of local businesses to meet requirements and ensure that Requests for Quotation and Tenders are designed to accommodate the capabilities of local businesses;
- (e) avoid bias in the design and specifications for Requests for Quotation and Tenders – all Requests must be structured to encourage local businesses to bid;

To this extent, a weighted qualitative criterion will be included in the selection criteria for Requests for Quotation and Tenders where suppliers are located within the boundaries of the Shire, or substantially demonstrate a benefit or contribution to the local economy.

The Shire has adopted a Regional Price Preference Policy, which will be applied when undertaking all purchasing activities.

2.2 SOCIALLY SUSTAINABLE PROCUREMENT

The Shire will support the purchasing of requirements from socially sustainable suppliers such as Australian Disability Enterprises and Aboriginal businesses wherever a value for money assessment demonstrates benefit towards achieving the Shire's strategic and operational objectives.

A qualitative weighting will be used in the evaluation of Requests for Quotes and Tenders to provide advantages to socially sustainable suppliers in instances where the below tender exemptions are not exercised.

(1) Aboriginal Businesses

Functions and General Regulation 11(2)(h) provides a tender exemption if the goods or services are supplied by a person on the Aboriginal Business Directory WA published by the Chamber of Commerce and Industry of Western Australia, or Australian Indigenous Minority Supplier Office Limited (trading as Supply Nation), where the consideration under contract is \$250,000 or less, or worth \$250,000 or less.

The Shire will first consider undertaking a quotation process with other suppliers (which may include other registered Aboriginal Businesses as noted in *F&G Reg.11(2)(h)*) to determine the overall value for money for the Shire.

Where the Shire makes a determination to contract directly with an Aboriginal Business for any amount up to and including \$250,000 (ex GST), it must be satisfied through alternative means that the offer truly represents value for money.

If the contract value exceeds \$50,000 (ex GST), a formal Request for Quotation will be issued to the relevant Aboriginal business. The rationale for making the purchasing decision must be recorded in accordance with the Shire's Record Keeping Plan.

(2) Australian Disability Enterprises

Functions and General Regulation 11(2)(i) provides a tender exemption if the goods or services are supplied by an Australian Disability Enterprise.

The Shire will first consider undertaking a quotation process with other suppliers (which may include other Australian Disability Enterprises) to determine the overall value for money for the Shire.

Where the Shire makes a determination to contract directly with an Australian Disability Enterprise for any amount, including an amount over the Tender threshold of \$250,000 (ex GST), it must be satisfied through alternative means that the offer truly represents value for money.

If the contract value exceeds \$50,000 (ex GST), a formal Request for Quotation will be issued to the relevant Aboriginal business. The rationale for making the purchasing decision must be recorded in accordance with the Shire's Record Keeping Plan.

PANELS OF PRE-QUALIFIED SUPPLIERS

3.1 OBJECTIVES

The Shire will consider creating a Panel of Pre-qualified Suppliers ("Panel") when a range of similar goods and services are required to be purchased on a continuing and regular basis.

Part of the consideration of establishing a panel includes:

- (a) there are numerous potential suppliers in the local and regional procurement-related market sector(s) that satisfy the test of 'value for money';
- (b) the Panel will streamline and will improve procurement processes; and
- (c) the Shire has the capability to establish a Panel, and manage the risks and achieve the benefits expected of the proposed Panel through a Contract Management Plan.

3.2 ESTABLISHING AND MANAGING A PANEL

If the Shire decides that a Panel is to be created, it will establish the panel in accordance with the Regulations.

Panels will be established for one supply requirement, or a number of similar supply requirements under defined categories. This will be undertaken through an invitation procurement process advertised via a state-wide notice.

Panels may be established for a maximum of three (3) years. The length of time of a Local Panel is decided with the approval of the CEO.

Evaluation criteria will be determined and communicated in the application process by which applications will be assessed and accepted.

In each invitation to apply to become a pre-qualified supplier, the Shire will state the expected number of suppliers it intends to put on the panel.

If a Panel member leaves the Panel, the Shire will consider replacing that organisation with the next ranked supplier that meets/exceeds the requirements in the value for money assessment – subject to that supplier agreeing. The Shire will disclose this approach in the detailed information when establishing the Panel.

A Panel contract arrangement needs to be managed to ensure that the performance of the Panel Contract and the Panel members under the contract are monitored and managed. This will ensure that risks are managed and expected benefits are achieved. A Contract Management Plan should be established that outlines the requirements for the Panel Contract and how it will be managed.

3.3 DISTRIBUTING WORK AMONGST PANEL MEMBERS

To satisfy Regulation 24AD(5) of the Regulations, when establishing a Panel of pre-qualified suppliers, the detailed information associated with each invitation to apply to join the Panel will prescribe one of the following as to whether the Shire intends to:

- (a) obtain quotations from each pre-qualified supplier on the Panel with respect to all discreet purchases; or
- (b) purchase goods and services exclusively from any pre-qualified supplier appointed to that Panel, and under what circumstances; or

- (c) develop a ranking system for selection to the Panel, with work awarded in accordance with the Regulations.

In considering the distribution of work among Panel members, the detailed information will also prescribe whether:

- (a) each Panel member will have the opportunity to bid for each item of work under the Panel, with pre-determined evaluation criteria forming part of the invitation to quote to assess the suitability of the supplier for particular items of work. Contracts under the pre-qualified panel will be awarded on the basis of value for money in every instance; or
- (b) work will be awarded on a ranked basis, which is to be stipulated in the detailed information set out under *Functions and General Regulation 24AD(5)(f)* when establishing the Panel.
 - i. The Shire will invite the highest ranked Panel member, who is to give written notice as to whether to accept the offer for the work to be undertaken.
 - ii. Should the offer be declined, an invitation to the next ranked Panel member is to be made and so forth until a Panel member accepts a Contract.
 - iii. Should the list of Panel members invited be exhausted with no Panel member accepting the offer to provide goods/services under the Panel, the Shire may then invite suppliers that are not pre-qualified under the Panel, in accordance with the Purchasing Thresholds stated in clause 1.4.2(2) of this Policy.
 - iv. When a ranking system is established, the Panel will not operate for a period exceeding 12 months.

In every instance, a contract must not be formed with a pre-qualified supplier for an item of work beyond 12 months, which includes options to extend the contract.

3.4 PURCHASING FROM THE PANEL

The invitation to apply to be considered to join a panel of pre-qualified suppliers must state whether quotations are either to be invited to every Panel member (within each category, if applicable) of the Panel for each purchasing requirement, whether a ranking system is to be established, or otherwise.

1. RECORD KEEPING

All Local Government purchasing activity, communications and transactions must be evidenced and retained as local government records in accordance with the *State Records Act 2000* and the Shire's Record Keeping Plan.

In addition, the Shire must consider and will include in each contract for the provision of works or services, the contractor's obligations for creating, maintaining and where necessary the transferral of records to the Shire relevant to the performance of the contract.

2. PURCHASING POLICY NON-COMPLIANCE

The Purchasing Policy is mandated under the *Local Government Act 1995* and Regulation 11A of the *Local Government (Functions and General) Regulations 1996* and therefore the policy forms part of the legislative framework in which the Local Government is required to conduct business.

Where legislative or policy compliance is not reasonably able to be achieved, records must evidence the rationale and decision-making processes that substantiate the non-compliance.

Purchasing activities are subject to internal and external financial and performance audits, which examine compliance with legislative requirements and the Shire's policies and procedures.

If non-compliance with; legislation, this Purchasing Policy or the Code of Conduct, is identified it must be reported to the Chief Executive Officer.

A failure to comply with legislation or policy requirements, including compliance with the Code of Conduct when undertaking purchasing activities, may be subject to investigation, with findings to be considered in context of the responsible person's training, experience, seniority and reasonable expectations for performance of their role.

Where a breach is substantiated it may be treated as:

- (a) an opportunity for additional training to be provided;
- (b) a disciplinary matter, which may or may not be subject to reporting requirements under the *Public Sector Management Act 1994*; or
- (c) where the breach is also identified as potentially serious misconduct, the matter will be reported in accordance with the *Corruption, Crime and Misconduct Act 2003*.

***See Appendix 1 at pg. 163 * Quote/Tender Assessment Templates**

1.6 Regional Price Preference

Adoption		
Date	Meeting	Council Decision

17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To encourage the use of competitive local businesses in goods, services and works purchased or contracted on behalf of the Shire of Three Springs.

POLICY

POLICY STATEMENT

A price preference will apply to quotations of \$5,000 value or greater and all tenders invited by the Shire of Three Springs, for the supply of goods and services and construction services, unless the Council resolves that this policy not apply to a particular quotation or tender.

1.3.1 LEVELS OF PREFERENCE

The following levels of preference will be applied under this policy:

- (a) Goods or services up to a maximum price reduction of \$50,000.00:
 - 10% to businesses located within the Prescribed Area.
- (b) Construction (building) services up to a maximum price reduction of \$50,000.00:
 - 5% to businesses located within the Prescribed Area.
- (c) Goods or Services, including construction (building) services, up to a maximum price reduction of \$500,000.00, if the Council is seeking tenders for the provision of those goods or services for the first time, due to those goods or services having been, until then, undertaken by the Council:
 - 10% to businesses located within the Prescribed Area.

- 1.6.2 The levels of preference outlined in 1.6.1 above, will be applied as either a regional business preference or as a regional content preference, as follows:

1.6.3 REGIONAL BUSINESS PREFERENCE

1.6.3.1 PRICE PREFERENCE

This preference enables businesses/contractors within local governments in the Prescribed Area to claim a price preference for their whole bid, regardless of the origin of the labour or materials, as all labour and materials are deemed to be regional content.

1.6.3.2 LOCAL BID PRICES

The price of the bids from the local businesses/contractors will be reduced (for evaluation purposes only), by the amounts set out in section 1.6.1 of this policy.

1.6.4 REGIONAL CONTENT PREFERENCE

- 1.6.4.1 This preference provides an incentive for businesses/contractors outside the Prescribed Area to purchase goods, services and construction from within the Prescribed Area. The preference applies to the value of the goods, materials or services purchased from within the Prescribed Area and used in the Shire of Three Springs and are referred to as "Regional Content". The preference percentages are as set out in section 1.6.1 of this policy.

1.6.4.2 Businesses outside the Prescribed Area

Businesses outside the Prescribed Area, who claim that they will use regional businesses (Regional Content) in the delivery of the contract outcomes, may be required, as part of the contract conditions, to demonstrate that they have actually used them.

1.6.4.3 Businesses wishing to claim a price preference

Businesses wishing to claim a price preference in Clause 2 must complete a preference questionnaire/response form that is distributed with each quotation of \$5,000.00 value or greater and which is also included in tender documentation. Eligible businesses within the Prescribed Area must clearly state their full business location and postal address.

1.6.4.4 Price

Price is only one factor to be considered when assessing quotations and tender submissions.

1.6.5 Prescribed Area:

Local Business – is a business that maintains its primary place of business in the Shire of Three Springs or has 80% of its business activity in the Shire of Three Springs.

Sub Regional Business – is a business that maintains its primary place of business in the sub-Region, or has 80% of its business in the sub-region. For the purposes of this policy, sub regional businesses are those located within Shires of the North Midlands Zone of WALGA.

Regional Business – is a business that maintains its primary place of business in the region or has 80% of its business activity in the region. For the purposes of this policy the region consists of those Shires located within the State development commission regions of Mid-West.

1.7 Official Communications

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

This policy details legislative obligations and establishes protocols applicable to the Shire of Three Springs official communications with our community, to ensure the Shire of Three Springs is professionally and accurately represented and to maximise a positive public perception of the Shire of Three Springs.

POLICY

This policy applies to:

1. Communications initiated or responded to by the Shire of Three Springs with our community; and
2. Council Members when making comment in either their Shire of Three Springs role or in a personal capacity about matters relevant to the Shire of Three Springs.

Policy Statement

Official Communications

The purposes of the Shire of Three Springs's official communications include:

- Sharing information required by law to be publicly available.
- Sharing information that is of interest and benefit to the Community.
- Promoting Shire of Three Springs events and services.
- Promoting Public Notices and community consultation / engagement opportunities.
- Answering questions and responding to requests for information relevant to the role of the Shire of Three Springs.
- Receiving and responding to community feedback, ideas, comments, compliments and complaints.

The Shire of Three Springs's official communications will be consistent with relevant legislation, policies, standards and the positions adopted by the Council. Our communications will always be respectful and professional.

The Shire of Three Springs will use a combination of different communication modes to suit the type of information to be communicated and the requirements of the community or specific audience, including:

- Website;
- Advertising and promotional materials;
- Media releases prepared for the Shire President, to promote specific Shire positions;
- Social media; and
- Community newsletters, letter drops and other modes of communications undertaken by the Shire's Administration at the discretion of the CEO.

Speaking on behalf of the Shire of Three Springs

The Shire President is the official spokesperson for the Shire of Three Springs, representing the Local Government in official communications, including; speeches, comment, print, electronic and social media. [s.2.8(1)(d) of the Local Government Act 1995]

Where the Shire President is unavailable, the Deputy Shire President may act as the spokesperson. [s.2.9 and s.5.34 of the Local Government Act 1995]

The CEO may speak on behalf of the Shire of Three Springs, where authorised to do so by the Shire President. [s.5.41(f) of the Local Government Act 1995]

The provisions of the *Local Government Act 1995* essentially direct that only the Shire President, or the CEO if authorised, may speak on behalf of the Local Government. It is respectful and courteous to the office of Shire President to refrain from commenting publicly, particularly on recent decisions or contemporary issues, until such time as the Shire President has had opportunity to speak on behalf of the Shire of Three Springs.

Communications by Council Members and employees, whether undertaken in an authorised official capacity or as a personal communication, must not:

- bring the Shire of Three Springs into disrepute, [Rules of Conduct Reg.3(d)];
- compromise the person's effectiveness in their role with the Shire of Three Springs,
- imply the Shire's endorsement of personal views [s.2.8(1)(d) of the Local Government Act 1995],
- imply the Council Member or employee is speaking on behalf of the Shire, unless authorised to do so [s.2.8(1)(d) of the Local Government Act 1995]; OR
- disclose, without authorisation, confidential information [s.5.93 of the Local Government Act 1995].

Social media accounts or unsecured website forums must not be used to transact meetings which relate to the official business of the Shire. [State Records Act 2000 / Local Government Record Keeping Plan, s's 5.23(2) and 5.93 of the Local Government Act 1995]

Council member communications must comply with the Code of Conduct and the *Local Government (Rules of Conduct) Regulations 2007*.

Responding to Media Enquiries

All enquiries from the Media for an official Shire comment, whether made to an individual Council Member or Employee, must be directed to the CEO or a person authorised by the CEO. Information will be coordinated to support the Shire President or CEO (where authorised) to make an official response on behalf of the Shire.

Council Members may make comments to the media in a personal capacity.

Website

The Shire will maintain an official website, as our community's on-line resource to access to the Shire's official communications.

Social Media

The Shire of Three Springs uses Social Media to facilitate interactive information sharing and to provide responsive feedback to our community. Social Media will not however, be used by the Shire to communicate or respond to matters that are complex or relate to a person's or entity's private affairs.

The Shire of Three Springs maintains the following Social Media accounts (delete / add as relevant to each local government):

- Social networks, including - Facebook,

The Shire of Three Springs may also post and contribute to Social Media hosted by others, so as to ensure that the Shire's strategic objectives are appropriately represented and promoted.

The Shire actively seeks ideas, questions and feedback from our community however, we expect participants to behave in a respectful manner. The Shire of Three Springs will moderate its Social Media accounts to address and where necessary delete content deemed to be:

- Offensive, abusive, defamatory, objectionable, inaccurate, false or misleading;
- Promotional, soliciting or commercial in nature;
- Unlawful or incites others to break the law;
- Information which may compromise individual or community safety or security;
- Repetitive material copied and pasted or duplicated;
- Content that promotes or opposes any person campaigning for election to the Council, appointment to official office, or any ballot;
- Content that violates intellectual property rights or the legal ownership of interests or another party; and
- Any other inappropriate content or comments at the discretion of the Shire.

Where a third party contributor to a Shire's social media account is identified as posting content which is deleted in accordance with the above, the Shire may at its complete discretion block that contributor for a specific period of time or permanently.

Shire President Social Media Official Accounts

The Shire of Three Springs supports the Shire President in using official social media account/s to assist the Shire President in fulfilling their role under section 2.8 of the *Local Government Act*, to speak on behalf of the Local Government. The content will be administered and moderated in accordance with this policy.

These official Shire of Three Springs accounts must not be used by the Shire President for personal communications.

Use of Social Media in Emergency Management and Response

The Shire of Three Springs will use the following channels to communicate and advise our community regarding Emergency Management:

- Emergency SMS
- Shire Facebook

Record Keeping and Freedom of Information

Official communications undertaken on behalf of the Shire of Three Springs including on the Shire's Social Media accounts and third party social media accounts must be created and retained as local government records in accordance with the Shire's Record Keeping Plan and the *State Records Act 2000*. These records are also subject to the *Freedom of Information Act 1992*.

Council Member communications that relate to their role as a Council Member are subject to the requirements of the Shire's Record Keeping Plan and the *State Records Act 2000*. Council Members are responsible for transferring these records to the Shire's administration. Council Member records are also subject to the *Freedom of Information Act 1992*.

Personal Communications

Personal communications and statements made privately; in conversation, written, recorded emailed, texted or posted in personal social media, have the potential to be made public, whether intended or not.

On the basis that personal or private communications may be shared or become public at some point in the future, Council Members should ensure that their personal or private communications do not breach the requirements of this policy, the Code of Conduct and the *Local Government (Rules of Conduct) Regulations 2007*.

Council Member Statements on Shire Matters

A Council Member may choose to make a personal statement publicly on a matter related to the business of the Shire.

Any public statement made by a Council Member, whether made in a personal capacity or in their Local Government representative capacity, must:

1. Clearly state that the comment or content is a personal view only, which does not necessarily represent the views of Shire.
2. Be made with reasonable care and diligence [*Rules of Conduct Reg.3(a)*];
3. Be lawful, including avoiding contravention of; copyright, defamation, discrimination or harassment laws;
4. Be factually correct [*Rules of Conduct Reg.3(b) and (f)*];
5. Avoid damage to the reputation of the local government [*Rules of Conduct Reg.3(d)*];
6. Not reflect adversely on a decision of the Council
7. Not reflect adversely on the character or actions of another Council Member or Employee [*Rules of Conduct Reg.10(3)*],
8. Maintain a respectful and positive tone and not use offensive or objectionable expressions in reference to any Council Member, Employee or community member [*Rules of Conduct Regs. 3(g) and 10(3)*].

A Council Member who is approached by the media for a personal statement may request the assistance of the CEO.

Comments which become public and which breach this policy, the Code of Conduct or the *Local Government (Rules of Conduct) Regulations 2007*, may constitute a minor breach of the *Local Government Act 1995* [refer s.5.105] and may be referred for investigation.

1.8 Complaints Management

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The Council members, employees and contractors at the Shire of Three Springs are committed to providing an efficient, effective, systematic and consistent approach that strives for continuous improvement in the management of complaints.

POLICY

This policy applies to all Council members, employees and contractors of the Shire of Three Springs that receive and manage customer feedback relating to products and services delivered by or on behalf of the Shire of Three Springs. For the purposes of this policy, the following is not classified as customer feedback and are out of the scope of this policy:

- Feedback obtained during stakeholder and community engagement processes.
- Queries and requests for specific information.
- Requests for a direct service.
- Matters currently being dealt with or have been previously dealt with by a court, tribunal or external complaints agency.
- Matters that have already been subjected to an Internal review and an outcome has been determined.

In relation to vexatious and habitual complainants:

- To identify situations where a complainant, either individually or as part of a group, or a group of complainants, might be “habitual or vexatious” and ways of responding to these situations.
- This policy is intended to assist in identifying and managing persons who seek to be disruptive to the Council through pursuing an unreasonable course of conduct.

Policy Statement:

1. Definitions / Abbreviations Used in Policy

Complaint: The Australian Standard on Complaints Handling (ISO 10002:2006) defines a ‘complaint’ as any: “expression of dissatisfaction made to an organisation, related to its products [or services] or the complaints handling process itself, where a response or resolution is explicitly or implicitly expected.

Feedback: a generic term that includes compliments, complaints, suggestions and service requests

Habitual: means “done repeatedly or as a habit”. The term vexatious is recognised in law and means “denoting an action or the bringer of an action. The repeated and/or obsessive pursuit of:

- unreasonable complaints and/or unrealistic outcomes; and/or
- reasonable complaints in an unreasonable manner.

Request for Service: provision of a Shire service or some action required to be taken to address a problem or a request for a change to the way a Shire service is delivered. For example, a customer at the Swimming Pool tells

employees member there is not hot water in the shower. This is a request for service and the employees must rectify the problem. If the problem is not rectified and the customer must repeatedly ask for hot water over several visits the request is likely to escalate to a complaint.

The Shire recognises that effective complaints management is integral to customer service excellence and values all complaints and encourages a people-focused and proactive approach to complaints management.

The Shire is committed to the following complaints management principles:

- complaints can be lodged without fear of retribution,
- the confidentiality and privacy of complainants will be protected,
- complaints will be assessed in a fair, objective and professional manner,
- complaints are resolved in a timely manner,
- ensure the application of natural justice; and
- integrate complaints information into business improvement processes.

This policy acknowledges customers, employees, Council members, contractors and all other parties who deal with the Shire of Three Springs have a right to provide feedback about the Shire's policies, products and services.

Fairness and Objectivity

The Shire's handling of customer feedback is based on the Shire of Three Springs's values and guiding principles and is in line with the standards set by the Code of Conduct and Customer Service Charter. All feedback will be addressed in an equitable, objective and unbiased manner.

Confidentiality

Personally, identifiable information concerning customer feedback should be available where needed, but only for the purposes of addressing the feedback within the organisation and should be actively protected from disclosure, unless the customer expressly consents to its disclosure.

Data Collection

The Shire may collect and register data on customer feedback.

Remedies and Resolution of Complaints

The decision or action taken regarding the customer complaint will be communicated to the customer as soon as the decision or action is taken.

The Shire recognises the various remedial methods that can be used to deal with a complaint:

- A review of the issue,
- Information to the customer as to how the complaint was dealt with, upon conclusion thereof,
- A change to the decision,
- A conciliation process,
- Referral to third party for appeals e.g. State Administrative Tribunal, the State Ombudsman's Office,
- Other remedies that are considered appropriate to the circumstances i.e. an apology.

2. External Review

Any complainant can seek external review about any complaint about any Council members or employees from the Ombudsman, Public Sector Commission or Department of Local Government and Communities. The level of information provided to the Shire by these agencies, and that which it can report to others is constrained by the various laws and policies governing those agencies.

3. Habitual or Vexatious Complaints

Habitual or vexatious complaints can be a problem for employees and Council members. The difficulty in handling such complainants is that they are time consuming and wasteful of resources in terms of employee and Member time and displace scarce human resources that could otherwise be spent on Council priorities.

Whilst the Council endeavours to respond with patience and sympathy to all needs of all complainants, there are times when there is nothing further which can reasonably be done to assist or to rectify a real or perceived problem.

4. Application

Where complaints continue and have been identified as habitual or vexatious, the CEO, following discussions with the DCEO, will seek agreement to treat the complainant as a habitual or vexatious complainant and for an appropriate course of action to be taken.

The CEO will notify complainants, in writing, of the reasons why their complaint has been treated as habitual or vexatious, and the action that will be taken. The CEO will also notify the Council members that a person has been designated as a habitual or vexatious complainant.

Once a complainant has been determined to be habitual or vexatious, their status will be kept under review after one year and monitored by the CEO with reports being taken to Council as required. If a complainant subsequently demonstrates a more reasonable approach, then their status will be reviewed.

4.1 Criteria for Determining Habitual or Vexatious Complaints

Complainants (and/or anyone acting on their behalf) may be deemed to be habitual or vexatious where previous or current contact with them shows how they meet one of the following criteria:

Where complainants:

- Persist in pursuing a complaint where the Shire's complaints process has been fully and properly implemented and exhausted.
- Persistently change the substance of a complaint or continually raise new issues or seek to prolong contact by continually raising further concerns or questions whilst the complaint is being addressed. (Care must be taken, however, not to disregard new issues which are significantly different from the original complaint as they need to be addressed as separate complaints).
- Are repeatedly unwilling to accept documented evidence given as being factual or deny receipt of an adequate response in spite of correspondence specifically answering their questions or do not accept that facts can sometimes be difficult to verify when a long period of time has elapsed.
- Repeatedly do not clearly identify the precise issues which they wish to be investigated, despite reasonable efforts of the Council to help them specify their concerns, and/or where the concerns identified are not within the remit of the Council to investigate.
- Regularly focus on a trivial matter to an extent which is out of proportion to its significance and continue to focus on this point. It is recognised that determining what is a trivial matter can be subjective and careful judgment will be used in applying these criteria.
- Have threatened or used physical violence towards employees at any time. This will cause personal contact with the complainant and/or their representative to be discontinued and the complaint will, thereafter, only be continued through written communication. The Council has determined that any complainant who threatens or uses actual physical violence towards employees will be regarded as a vexatious complainant. The complainant will be informed of this in writing together with notification of how future contact with the Shire is to be made.
- Have, in the course of addressing a registered complaint, had an excessive number of contacts with the Council – placing unreasonable demands on employees. A contact may be in person, by telephone, letter, email or fax. Judgment will be used to determine excessive contact considering the specific circumstances of each individual case.

- Have harassed or been verbally abusive on more than one occasion towards employees dealing with the complaint. Employees recognise that complainants may sometimes act out of character in times of stress, anxiety or distress and will make reasonable allowances for this. Some complainants may have a mental health disability and there is a need to be sensitive in circumstances of that kind.
- Are known to have recorded meetings or face-to-face/telephone conversations without the prior knowledge and consent of other parties involved.
- Make unreasonable demands on the Shire and its employees and fail to accept that these may be unreasonable, for example, insist on responses to complaints or enquiries being provided more urgently than is reasonable or within the Council's complaints procedure or normal recognised practice.
- Make unreasonable complaints which impose a significant burden on the human resources of the Council and where the complaint:
 - Clearly does not have any serious purpose or value; or
 - Is designed to cause disruption or annoyance; or
 - Has the effect of harassing the public authority; or
 - Can otherwise fairly be characterised as obsessive or manifestly unreasonable.
- Make repetitive complaints and allegations which ignore the replies which Shire employees have supplied in previous correspondence.

4.2 Options for Dealing with Habitual or Vexatious Complainants

The options below can be used singularly or in combination depending on the circumstances of the case and whether the complaint process is ongoing or completed:

- A letter to the complainant setting out responsibilities for the parties involved if the Shire is to continue processing the complaint. If terms are contravened, consideration will then be given to implementing other action as indicated below.
- Decline contact with the complainant, either in person, by telephone, by fax, by letter, by email or any combination of these, provided that one form of contact is maintained. This may also mean that only one named officer will be nominated to maintain contact (and a named deputy in their absence). The complainant will be notified of this in person.
- Notify the complainant, in writing, that the Shire has responded fully to the points raised and has tried to resolve the complaint but there is nothing more to add and continuing contact on the matter will serve no useful purpose. The complainant will also be notified that the correspondence is at an end, advising the complainant that they are being treated as a habitual or vexatious complainant and as such the Shire does not intend to engage in further correspondence dealing with the complaint.
- Inform the complainant that in extreme circumstances the Shire will seek legal advice on habitual or vexatious complaints.
- Temporarily suspend all contact with the complainant, in connection with the issues relating to the complaint being considered habitual or vexatious, while seeking legal advice or guidance from its solicitor or other relevant agencies.

1.9 Chief Executive Officers Performance Review

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To ensure the Shire of Three Springs complies with s5.38 of the Local Government Act 1995, (the Act) which requires that the performance of the Chief Executive Officer be reviewed at least once in relation to every year of employment.

To also describe the processes and procedures for annual, midterm and interim reviews of the CEO's performance.

Local Government Act 1995, Part 5, Division 4, s5.38, Local Government (Administration) Regulations 1996, Regulation 18D, Salaries and Allowances Act 1975 (Salary and Allowances Tribunal).

POLICY

The process of undertaking a performance and salary review of the Chief Executive Officer must be formalised to ensure equity in assessment against Key Performance Indicators (KPIs) established in the Chief Executive Officer's Contract of Employment, and/or in the immediately previous performance assessment.

Adoption of this policy process by Council ensures a consistent approach to the Shire of Three Springs's Chief Executive Officer performance and salary review.

This Policy ensures a collaborative, constructive process, designed to enhance performance and to provide guidance for the forthcoming review period.

Council members should take a corporate view and regard the process as an opportunity to build relationships, increase the effectiveness of individuals, systems and processes, whilst offering improved performance and profile of the Shire of Three Springs.

1. Performance and Salary Review

- Council will establish a committee to be titled the "Chief Executive Officer - Performance and Salary Review Committee" (the Committee) for the purpose of undertaking the probationary, and annual performance and salary review of the Shire's Chief Executive Officer.
- Establishment of the Committee will be in accordance with Part 5, Division 2, Subdivision 2 of the Local Government Act 1995.
- Part 5, Division 2, s5.9(4) of the Act determines that if Council were to form such a Committee, and the Shire President informs Council members of his/her wish to be a member of that Committee, the local government is to appoint the Shire President to the Committee.

- The undertaking of performance and salary reviews will be in accordance with the Local Government Act 1995, the Local Government (Administration) Regulations 1996, Salaries and Allowances Act 1975 (Salary and Allowances Tribunal), and the Chief Executive Officer's Contract of Employment.
- The Committee will comprise the Shire President and some Council members.
- The Shire President in consultation and agreement with the Chief Executive Officer is authorised to source a suitably qualified external professional to facilitate the review process, but the formal engagement must be undertaken by an employee of the Shire.

2. Probationary and Annual/Mid-year reviews

- An initial review will be undertaken following completion of the designated probationary period.
- Annual reviews will be undertaken in July each year. Note: This clause cannot supersede the Chief Executive Officers Contractual agreements in regards to the annual performance review date which is typically 12 month from the signing of the employment contracts.
Mid-Year: Shire President to arrange meeting with Council members to discuss the mid-year progress of the CEO's Annual Action Plan (KPI, s) and provide feedback and guidance:
- Council will meet with the CEO to discuss work-in-progress on the Annual Action Plan and provide feedback and guidance.
- CEO to present a report on the mid-year progress of his Annual Action Plan and provide supporting materials to assist the Shire President and Council members with their deliberations.
- Shire President and Council members have an opportunity to provide specific feedback to the CEO on each activity/KPI and make recommendations detailing any change of priorities including change of resources and professional development.
- Shire President and Council members are to complete their Council members Feedback Form following the meeting with the CEO and the DCEO is to collect the Council members Feedback Forms and compile the Council Feedback Form, providing the CEO with performance feedback and guidance via the Shire President.
- Council members will have an opportunity to clarify the CEO's progress against each activity/KPI before they finalise their Council members Feedback Form – noting there is no rating of CEO's performance at Mid-Year
- A Strategic Issues Briefing may be scheduled to provide all Council members with the opportunity to provide input to the review process.
- The Committee will report and make recommendation(s) to Council following each review.
- End-of-Year: Council to meet with CEO to discuss performance results, review the Annual Action Plan and provide performance feedback and guidance as well as recommendations on any salary/bonus variation:
- Shire President to arrange meeting with Council members to discuss the end-of-year results of the CEO's Annual Action Plan and provide feedback and guidance
- CEO to present a report on the end-of-year results of his Annual Action Plan and provide supporting materials to assist the Shire President and Council members with their deliberations
- Shire President and Council members will have an opportunity to clarify the CEO's progress against each activity/KPI before they finalise their Council member Feedback Form
- Shire President and Council members to complete their Council member Feedback Form following the meeting with the CEO
- DCEO to collect the Council members Feedback Forms and compile the Council Feedback Form, providing the CEO with performance feedback and guidance as well as recommendations on any salary/bonus variations.

3. Key Performance Indicators and Annual Action Plan

- CEO is to prepare a draft Annual Action Plan that details key strategic initiatives – activity and KPIs – using the Community Strategic Planning, Corporate Business Plan and the latest Budget
- CEO is to present the draft Annual Action Plan to the Shire President and Council members for: – consideration of key strategic initiatives – development of quality standards as may be required – adoption of KPIs
- CEO’s Annual Action Plan is the foundation document on which the CEO’s annual performance will be considered
- CEO is to develop and present to Council the proposed Annual Action Plan and proposed KPIs
- Council is to consider and agree on CEO’s Annual Action Plan and KPIs
- KPIs must refer to the Chief Executive Officer’s Contract of Employment, the Corporate Business Plan and/or the Strategic Community Plan.
- KPIs must contain a balance of both tactical and strategic indicators, define realistic milestones and reporting requirements, mirror expectations of Council and the community, and acknowledge leadership.
- KPIs are reviewed annually and are to be agreed upon by the Chief Executive Officer and the Council after each review period.
- The Chief Executive Officer will provide a self-assessment to the Committee of his/her performance against the relevant KPIs prior to the commencement of each.

4. Interim Reviews and informal discussions

- If Council has concerns about the performance of the Chief Executive Officer, at Council’s request, the Shire President will ask the Committee to undertake an interim performance review.
- The Chief Executive Officer is to be advised in writing by the Shire President if there is to be an interim review, advising the areas of concern, and providing a minimum of one week’s notice of the timing of the review.
- Shire President is to arrange two informal performance discussions with the CEO – one between the End-of-Year Review (previous) and Mid-Year Review (current) – one between the Mid-Year Review and End-of-Year Review.
- The agenda for the ongoing performance dialogue sessions will come from earlier performance discussions
- Ongoing performance dialogue sessions should be used to implement the CEO’s agreed Action Plan – amend the CEO’s contract if required – discuss the CEO’s professional development needs – progress the CEO’s performance direction in line with the Council’s desires.
- These informal sessions should be documented to reflect the discussions and any agreements, which may be a variation to earlier agreements/direction – where there are significant variations to what’s previously been agreed, the Shire President and CEO should report to Council.

1.10 Covid-19 Financial Hardship

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	

PURPOSE

Procedure to manage payment difficulties, or short-term financial hardship that occurs where a change in a person's circumstances resulting in an inability to pay a rates or service charge debt as a result of COVID-19.

POLICY

This policy applies to:

1. Outstanding rates and service charges as at the date of adoption of this policy; and
2. Rates and service charges levied for the 2020/21 financial year.

It is a reasonable community expectation, as we deal with the effects of the pandemic that those with the capacity to pay rates will continue to do so. For this reason the Policy is not intended to provide rate relief to ratepayers who are not able to evidence financial hardship and the statutory provisions of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996* will apply.

Objectives: To give effect to our commitment to support the whole community to meet the unprecedented challenges arising from the COVID19 pandemic, the Shire of Three Springs recognises that these challenges will result in financial hardship for our ratepayers.

This Policy is intended to ensure that we offer fair, equitable, consistent and dignified support to ratepayers suffering hardship, while treating all members of the community with respect and understanding at this difficult time.

Guidelines:

Payment difficulties, hardship and vulnerability

Payment difficulties, or short-term financial hardship, occur where a change in a person's circumstances result in an inability to pay a rates or service charge debt.

Financial hardship occurs where a person is unable to pay rates and service charges without affecting their ability to meet their basic living needs, or the basic living needs of their dependants. The Shire of Three Springs recognises the likelihood that COVID19 will increase the occurrence of payment difficulties, financial hardship and vulnerability in our community. This policy is intended to apply to all ratepayers experiencing financial hardship regardless of their status, be they a property owner, tenant, business owner etc.

Anticipated Financial Hardship due to COVID-19

We recognise that many ratepayers are already experiencing financial hardship due to COVID-19. We respect and anticipate the probability that additional financial difficulties will arise when their rates are received.

We will write to ratepayers at the time their account falls into arrears, to advise them of the terms of this policy and encourage eligible ratepayers to apply for hardship consideration. Where possible and appropriate, we will also provide contact information for a recognised financial counsellor and/or other relevant support services.

Financial Hardship Criteria

While evidence of hardship will be required, we recognise that not all circumstances are alike. We will take a flexible approach to a range of individual circumstances including, but not limited to, the following situations:

- Recent unemployment or under-employment
- Sickness or recovery from sickness
- Low income or loss of income
- Unanticipated circumstances such as caring for and supporting extended family

Ratepayers are encouraged to provide any information about their individual circumstances that may be relevant for assessment. This may include demonstrating a capacity to make some payment and where possible, entering into a payment proposal. We will consider all circumstances, applying the principles of fairness, integrity and confidentiality whilst complying our statutory responsibilities.

Payment Arrangements

Payment arrangements facilitated in accordance with Section 6.49 of the Act are of an agreed frequency and amount. These arrangements will consider the following:

- That a ratepayer has made genuine effort to meet rate and service charge obligations in the past;
- The payment arrangement will establish a known end date that is realistic and achievable;
- The ratepayer will be responsible for informing the Shire of Three Springs of any change in circumstance that jeopardises the agreed payment schedule.

Interest Charges

A ratepayer that meets the Financial Hardship Criteria will not attract interest or penalty charges on rates / service charge debt in 2020/21, subject to the period of time that the Local Government (COVID-19 Response) Ministerial Order 2020 remains effective (SL 2020/67 – Gazetted 8 May 2020).

In the case of severe financial hardship, the Shire of Three Springs may consider writing off interest applicable to the Emergency Services Levy and/or interest previously accrued on rates and service charge debts.

Deferment of Rates

Deferment of rates may apply for ratepayers who have a Pensioner Card, State Concession Card or Seniors Card and Commonwealth Seniors Health Care Card registered on their property. The deferred rates balance:

- remains as a debt on the property until paid;
- becomes payable in full upon the passing of the pensioner or if the property is sold or if the pensioner ceases to reside in the property;
- may be paid at any time, BUT the concession will not apply when the rates debt is subsequently paid (deferral forfeits the right to any concession entitlement); and
- does not incur penalty interest charges.

Debt recovery

We will suspend our debt recovery processes whilst negotiating a suitable payment arrangement with a debtor. Where a debtor is unable to make payments in accordance with the agreed payment plan and the debtor advises us and makes an alternative plan before defaulting on the 3rd due payment, then we will continue to suspend debt recovery processes.

Where a ratepayer has not reasonably adhered to the agreed payment plan, then for any Rates and Service Charge debts that remain outstanding on 1 July 2021, we will offer the ratepayer one further opportunity of adhering to a payment plan that will clear the total debt by the end of the 2021/2022 financial year.

Rates and service charge debts that remain outstanding at the end of the 2021/22 financial year will then be subject to the rates debt recovery procedures prescribed in the *Local Government Act 1995*.

Review

We will establish a mechanism for review of decisions made under this policy, and advise the applicant of their right to seek review and the procedure to be followed.

Communication and Confidentiality

We will maintain confidential communications at all times and we undertake to communicate with a nominated support person or other third party at your request.

We will advise ratepayers of this policy and its application, when communicating in any format (ie verbal or written) with a ratepayer that has an outstanding rates or service charge debt.

We recognise that applicants for hardship consideration are experiencing additional stressors, and may have complex needs. We will provide additional time to respond to communication and will communicate in alternative formats where appropriate. We will ensure all communication with applicants is clear and respectful.

1.11 Public Interest Disclosure

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Public Interest Disclosure Act 2003		

PURPOSE

The Shire of Three Springs does not tolerate corrupt or other improper conduct, including mismanagement of public resources, in the exercise of the public functions of the Shire of Three Springs and its employees, employees and contractors.

POLICY

The Shire of Three Springs is committed to the aims and objectives of the Public Interest Disclosure Act 2003 (PID Act). It recognises the value and importance of contributions of employees to enhance administrative and management practices and strongly supports disclosures being made by employees as to corrupt or other improper conduct.

As a property authority, the Shire of Three Springs is responsible for:

- receiving disclosures,
- investigating disclosures,
- taking appropriate action; and
- reporting.

The Shire of Three Springs will take all reasonable steps to provide protection to employees who make such disclosures from any detrimental action in reprisal for the making of a public interest disclosure. The Shire of Three Springs does not tolerate any of its employees or contractors engaging in acts of victimisation or reprisal against those who make public interest disclosures.

The Shire of Three Springs will receive disclosures of public interest information in accordance with the provisions of the Public Interest Disclosure Act 2003 and the Code detailed below.

The Code is to be complied with by any person to whom a disclosure is made under the PID Act.

The Code uses as its ethical base the principles of personal integrity, relationships with others and accountability as referred to in the Western Australian Public Sector Code of Ethics.

Consistent with those principles, to meet the minimum standards of conduct and integrity, persons receiving disclosures, must:

- be professional and courteous to those involved in a disclosure, and give prompt attention to all their lawful requirements,
- not use any circumstance or information connected to a disclosure for personal profit or gain,
- take all reasonable steps to seek to ensure informants who make a public interest disclosure are protected in accordance with the provisions specified in the PID Act,

- take all reasonable steps to seek to ensure that persons who are the subject of a disclosure are also provided with appropriate safeguards and protections as specified in the PID Act,
- maintain records that ensure all action taken about the receipt and processing of a disclosure is reviewable,
- declare to an appropriate person, in writing, any interests that may conflict with their obligations to impartially receive and process disclosures,
- immediately report corrupt behaviour that has been, or may be occurring, to an appropriate authority,
- provide information to the informant about their rights and responsibilities and the possible implications of lodging a public interest disclosure.

1.12 Public Question Time at Council Meetings

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
6(1) of the Local Government (Administration) Regulations 1996 (s5.24 of the Local Government Act 1995).		

PURPOSE

To permit and describe the way members of the public, whether ratepayers or residents of the Shire of Three Springs or not are able to ask questions in relation to the Shire and receive an answer.

POLICY

This Policy applies to all Ordinary and Special Council meetings and relevant Committee meetings.

“Public Question Time” will be limited to 15 minutes*. The Council may exercise discretion to extend the time by resolution if required. If there are questions remaining unasked at the expiration of the time allotted members of the public will be asked to submit their questions in writing to the Chief Executive Officer who will provide a written reply with the response placed in the Agenda of the next Ordinary Meeting of the Council.

* A minimum of 15 minutes is provided by r 6(1) of the Local Government (Administration) Regulations 1996 (s5.24 of the Local Government Act 1995).

Questions may be asked at the Ordinary Council Meeting and any Committee meeting on any matter affecting the Council and the Shire’s operations. Questions submitted to Special Meetings of the Council will be restricted to the subject matter of the meeting.

Procedures

- Each questioner will be limited to two (2) questions. Statements or long preamble are not permitted, without the express approval of the Presiding member
- People wishing to ask questions are encouraged to put their questions in writing or in the form and submit them to the Chief Executive Officer prior to 12.30 pm on the day of the meeting. Oral questions are permitted.
- Priority will be given to questions about matters on the agenda for the meeting and which are comply with the above.
- Every person who wishes to ask a question must identify them self and register with the Minute Secretary immediately prior to the meeting. Questions will be taken in the order in which people register.
- Questions containing offensive remarks, reference or assumptions to the personal affairs or actions of Council members or employees, or which relate to confidential matters or legal action will not be accepted.
- Questions that the Presiding Member considers have been answered by earlier questions at the meeting or earlier meetings may not be accepted.
- On receipt of a question the Presiding Member may answer the question or direct it to the Chief Executive Officer to answer. If the question is of a technical nature the Chief Executive Officer may direct the question to another employee present. If the question requires research, it will be taken on notice.
- There will be no debate on the answers to questions.

- A summary of the question and the answer will be recorded in the minutes of the meeting at which the question was asked.

1.13 Legal Representation and Cost Indemnification

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Local Government Operational Guidelines No. 14 – Legal Representation for Council Members and Employees – Department of Local Government 2006		

PURPOSE

This policy is designed to protect the interests of Council members and employees (including past Council members and former employees) where they become involved in civil legal proceedings because of their official functions. In most situations the Local Government may assist the individual in meeting reasonable expenses and any liabilities incurred in relation to those proceedings.

In each case it will be necessary to determine whether assistance with legal costs and other liabilities is justified for the good government of the district. This policy applies in that respect.

POLICY

Policy Scope: s9.56 of the Local Government Act 1995 (the Act) provides protection from actions of tort for anything a Council member or employee has, in good faith, done in the performance of a function under the Act or any other written law.

s3.1 of the Act, provides that the general function of a Local Government is to provide for the good government of the District. s6.7(2) provides that money held in the Municipal Fund may be applied towards the performance of the functions of the Local Government.

Therefore, the Shire's approval to pay legal representation costs incurred by an individual Council member or employee will rely on the determination that it is reasonably concluded that the expenditure provides for the good governance of the district.

This policy does not apply to legal advice and representation that is obtained by the Shire in the normal course of fulfilling the functions and exercising the powers of a Local Government.

Policy Statement:

1. General Principles

- The Local Government may provide financial assistance to Council members and employees in connection with the performance of their duties provided that the member or employee has acted reasonably and has not acted illegally, dishonestly, against the interests of the local government or otherwise in bad faith.
- The Local Government may provide such assistance in the following types of legal proceedings:
 - proceedings brought by Council members and employees to enable them to carry out their local government functions (e.g. where a member or employee seeks a restraining order against a person using threatening behaviour),
 - proceedings brought against Council members or employees [this could be in relation to a decision of Council or an employee with aggrieved another person (e.g. refusing a development application)]

or where the conduct of a member or employee in carrying out his or her functions is considered detrimental to the person (e.g. defending defamation actions)); and

- statutory or other inquiries where representation of Council members or employees is justified.
- The Local Government will not support any defamation actions seeking the payment of damages for individual Council members or employees regarding comments or criticisms levelled at their conduct in their respective roles. Council members or employees are not precluded, however, from taking their own private action. Further, the Local Government may seek its own advice on any aspect relating to such comments and criticisms of relevance to it.
- The legal services the subject of assistance under this policy will usually be provided by the Local Government's solicitors. Where this is not appropriate for practical reasons or because of a conflict of interest then the service may be provided by other solicitors approved by the Local Government.

2. Applications for Financial Assistance

- Subject to all other conditions, decisions as to financial assistance under this policy are to be made by the Council.
- A Council member or employee requesting financial support for legal services under this policy is to make an application in writing, where possible in advance, to the Council providing full details of the circumstances of the matter and the legal services required.
- An application to the Council is to be accompanied by an assessment of the request and with a recommendation which has been prepared by, or on behalf of, the Chief Executive Officer (CEO).
- A Council member or employee requesting financial support for legal services, or any other person, who might have a financial interest in the matter, should take care to ensure compliance with the financial interest provisions of the Local Government Act 1995.
- Where there is a need for the provision of urgent legal services before an application can be considered by Council, the CEO may give an authorisation to the value of \$5,000 provided that the power to make such an authorisation has been delegated to the CEO in writing under section 5.42 of the Local Government Act 1995.
- Where it is the CEO who is seeking urgent financial support for legal services the Council shall deal with the application.

2.1 Legal Representation - Costs that may be approved

If the criteria in this policy are satisfied, the Shire may approve the payment of legal representation costs:

- Where proceedings are brought against a Council member or employee in connection with his or her functions, for example an action for defamation or negligence arising out of a decision made or action taken by the Council member or employee; or
- To enable proceedings to be commenced and / or maintained by a Council member or employee to permit him or her to carry out his or her functions, for example where a Council member or employee seeks to take action to obtain a restraining order against a person using threatening behaviour toward the Council member or employee; or
- Where exceptional circumstances are involved, for example where a person or organisation is lessening the confidence of the community in the local government by publicly making adverse personal comments about Council members or employees.

The Shire will not approve, unless under exceptional circumstances, the payment of legal representation costs for a defamation action, or a negligence action, instigated by a Council member or employee.

3. Repayment of Assistance

- Any amount recovered by a member or employee in proceedings, whether for costs or damages, will be off set against any moneys paid or payable by the Local Government.

- Assistance will be withdrawn where the Council determines, upon legal advice, that a person has acted unreasonably, illegally, dishonestly, against the interests of the Local Government or otherwise in bad faith; or where information from the person is shown to have been false or misleading.
- Where assistance is so withdrawn, the person who obtained financial support is to repay any moneys already provided. The Local Government may take action to recover any such moneys in a court of competent jurisdiction.

4. Urgent access to legal representation

In cases where a delay in the approval of an application will be detrimental to the legal rights of the applicant, the Chief Executive Officer may exercise, on behalf of Council, any of the powers provided in this policy to a maximum of \$5,000 in respect of a matter.

Where for the purposes of this policy, the Chief Executive Officer is the applicant, the President may exercise the powers of this policy to a maximum of \$5,000 in respect of a matter.

An application approved in accordance with this policy is to be submitted to the next ordinary meeting of the Council. Council may exercise any of its powers under this Policy.

1.14 Information Technology and Social Media

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

This policy outlines the conditions governing use of all Information Technology (IT) facilities provided by the Shire of Three Springs to employees and Council members including portable devices. It applies to Council members, employees and to others to whom access to IT facilities has been provided. Deliberate and/or continued non-compliance with this Policy may result in disciplinary action and/or termination.

This Policy details the conditions of use of Information Technology facilities.

POLICY

Policy scope, applies to all Council members and employees of the Shire of Three Springs, and to the extent relevant, to consultants, contractors and other third parties engaged by the Shire, or others, and who are required to access Shire IT facilities or services.

1. General Use

This policy describes the Shire of Three Springs conditions governing use of all Information Technology (IT) facilities (including computers, computer peripherals, voice mail, software, facsimile machines, fixed and mobile telephones, and any other equipment related to the storage and/or distribution of electronic data) provided by the Shire of Three Springs.

All Council members, employees and others, requiring the use of IT facilities must sign a form as an acceptance of the terms and conditions described in this document.

- These conditions apply to all Council members, employees and others to whom access to Shire of Three Spring's IT facilities has been provided.
- The Shire of Three Springs reserves the right to, without notice, modify, upgrade, withdraw or otherwise alter any facilities provided.
- The Shire of Three Springs has ownership of all files and e-mail messages stored on Shire computers and reserves the right to examine all computer data and software on its facilities and to monitor usage in order to ensure compliance with this Policy.
- Users must respect the resource limitations of the IT facilities provided. Resources are not infinite.
- Any facilities provided to users are for the business purposes of the Shire of Three Springs. The Shire of Three Springs will not be responsible for meeting any costs resulting from the use of facilities for unauthorised non-business-related purposes.
- The facilities may be approved for use, by employees, for the purpose of the genuine business of community clubs or organisations. To allow this, a written request from the Club or group must be submitted to the Chief Executive Officer who will decide upon the matter, and the volume of use to be permitted. If approved, the club or group will be advised accordingly. A separate letter will be

provided to the community clubs or organisations, which will be required to complete an appropriate form pertaining to the use of the facility.

- The Shire of Three Springs supports only those facilities provided by the Shire of Three Springs for business purposes. Hardware, software, operating systems and networking protocols not in use at the Shire of Three Springs are not permitted.

2. Storage

- Any storage of corporate data on desktop computers or other portable devices is discouraged as this data is not backed up. Users will be responsible for any loss of data stored on these media.
- Duplication of data is to be avoided.
- It is the responsibility of users to store (or save) their documents on a regular basis as computer systems by their nature are not fault tolerant.

3. Installing Unauthorised Software or Files

- Users must not purchase, install, copy or use any software without prior authorisation from IT Services.
- The use of any files that are subject to Copyright regulations that have not been authorised in writing for use by the Copyright owner are not permitted to be used on Shire of Three Springs' systems.
- The installation and use of third party "screen savers" are not permitted.

4. Access to Computer Facilities

- Users may use only those facilities which they have been properly authorised to use by the CEO. Authorisation must be provided by the CEO in writing before access is provided and/or modified.
- Users may not use any of the facilities provided by the Shire of Three Springs in such a way as to reflect poorly upon the Shire either in part or whole.
- The playing of games on Shire computers is not permitted.
- Where the use of any IT facility is governed by a password then the password must not be inappropriately divulged to any other person.
- Users must take every reasonable precaution to ensure that their passwords, accounts, software and data are adequately protected.
- Any computer account or facility allocated to a user is for their exclusive use. The user must not allow another person to use it without appropriate authorisation from the CEO or the DCEO.
- Users will comply with any directive (verbal, written or electronic) from the CEO or the DCEO relating to access to IT facilities or the application of software updates.
- Users must treat IT facilities with respect. Any willful damage sustained to equipment will result in the costs of repair being sought from the user of the equipment. Any damage sustained to equipment as a result of neglect may result in the costs of repair being sought from the user of the equipment.
- Users must be aware that the use of mobile computing facilities may result in significant communications costs. When users do not have access to local call connections to the Shire, on-line time should be kept to a minimum. The Shire of Three Springs will not be responsible for any excessive costs incurred.
- Remote access to Shire of Three Springs IT facilities is provided on as needed basis. Those seeking such access will need approval in writing from the CEO. Users with remote access must take extra care in relation to security issues and report any breaches (or perceived breaches) of security immediately to the CEO.
- The Shire reserves the right to perform system maintenance tasks outside regular Administration Centre working hours. Where abnormal maintenance tasks are planned notification of the anticipated down time will be communicated if possible. If employees have a particular need for after-hours access to IT facilities, they should liaise with the CEO to arrange access options.

5. Security

- Regardless of the prevailing security, or lack of security, users shall not access any data or software except data or software that belongs to the user or has been provided for their use.
- Users must not attempt to rename, delete, or modify the data of another user without prior authorisation from the Chief Executive Officer or Deputy Chief Executive Officer , except in the following circumstances:
 - for data or files stored on a shared network facility or transferred in/out via a shared network facility.
 - under direction of their supervising officer(s) to amend data or files stored in a personal directory.
- Anti-virus software protection is provided at both server and desktop level. If a user suspects that their machine has become infected with a virus (or similar type entity) it should be reported immediately to the CEO.
- Users are encouraged to log out of their workstations when they are not in use. If users are aware that they are going to be away from their workstation for a period of at least thirty (30) minutes they should log out of the network.
- Users should correctly shut their computer systems down before finishing work each day.
- Users must report to the CEO, without delay, any breaches (either real or perceived) of security.

6. Software Copyright/License Regulations

Under Australian Law all software is copyright by the author whether it explicitly contains copyright notice or not. Council members and employees must be aware of, and abide by, the relevant provisions of the Copyright Act as they apply to computer software including the following:

- Computer facilities provided by the Shire of Three Springs must not be used to make illegal copies of software,
- Users must comply with the conditions of the software license,
- Illegal software must not be installed on Shire of Three Spring's computer systems.

7. Regulating Internet Browsing Usage

Provision of internet browsing facilities to a user's personal computer must be approved by the CEO.

Internet users must be aware that their use of the medium will be monitored and as such all use of internet browsing facilities must be for the Shire of Three Springs business purposes only. For example, sites including but not limited to, those of the following nature must not be accessed:

- Games
- Sports
- Shopping
- Share Trading
- Entertainment
- Adult Entertainment
- Pornography
- Chat Rooms/Channels
- Deliberate and/or continued access to sites such as those listed above and other inappropriate sites, will be a disciplinary matter.
- Internet users should not download large files (in excess of one (1) megabyte) unless necessary. If necessary, they must be downloaded at a time agreed with by the CEO.
- The Shire of Three Springs will not be responsible for any unauthorised financial obligations arising through the use or misuse of the Internet.

8. Provision of Electronic Mail (E-Mail) Services

E-mail should not be used as a substitute for formal written correspondence on Shire of Three Springs' letterhead when letterhead is required. E-mail messages are official corporate documents and are legally binding:

- Most users of computer facilities will be provided with an e-mail address (where a need is identified) and are able to send and receive e-mail correspondence.
- The e-mail address of e-mail users identifies the user as working for the Shire of Three Springs. Users should communicate via electronic mail as they would in a public forum.
- E-mail messages of a corporate nature that leave the Shire of Three Springs destined for an external organisation are public records. Any corporate e-mail messages that employees receive are also public record.
- E-mail users must not post chain letters or engage in "spamming". Spamming is the sending of an annoying or unnecessary (i.e. non-business related) message to many recipients.
- Virus warnings will be issued by IT services. If you receive a virus warning by e-mail it should be forwarded to IT services so that its authentic Shire can be determined. Warnings should not be forwarded to any other e-mail user unless authorised by IT services.
- E-mail users must check their e-mail frequently, delete any unnecessary messages promptly and manage their e-mail files wisely.
- E-mail users must not use obscene, profane, lewd, inflammatory or threatening language. E-mail users must not make or engage in personal, prejudicial, slanderous, libellous or discriminatory attacks, remarks, statements or messages.
- E-mail users must not harass other persons. Harassment is acting in a manner that distresses or annoys another person. If an employee is told by a person to stop sending them messages of this nature, the employee must stop.
- E-mail users must not knowingly or recklessly post false or defamatory information about a person or organisation.
- If you receive or continue to receive e-mail of a nature that does not comply with this Policy, or includes non-business related file attachments such as, but not limited to, sound files, games, presentations, images or movie clips, the sender of the message(s) should be instructed to stop sending them immediately and the messages deleted. The sending (or forwarding) of such non-business-related email attachments is not permitted.
- The use of real-time messaging services such as ICQ is not permitted.

9. Voice Mail

Voice Mail is a corporate resource for business use and serves to provide a minimum level of customer service when a telephone is unattended. Where possible telephones should be diverted to another employee.

The system should be used for its intended purpose and not used as a means of avoiding answering telephone calls.

The legitimate use of Voice Mail is for cases where employees are out of their offices for short periods where phone calls would go unanswered.

Voice Mail should not be used to take calls when employees are on leave.

Users must work with each other to minimise the reliance on Voice Mail as much as possible. This will serve to ensure that a high level of customer service is maintained.

10. Hardware

All hardware devices provided to Council members and employees remain the property of the Shire of Three Springs including all data stored on the device. All usage is to be in accordance with the IT provisions contained in this policy. Hardware includes but is not limited to Laptops, Tablets (iPad) etc.

11. Social Media

Social media allows users to connect with vast numbers of people via internet and mobile based channels. On a professional level, organisations can engage with multiple stakeholders at great speed, while on a personal level, users are able to interact and share opinions with each other.

The use of social media by employees at home and at work can have the potential to expose employers to legal liabilities if the risks are not managed. Accordingly, public organisations require a policy to control and monitor the use of social media to mitigate against any risk exposure, while providing an avenue to engage and interact with the community and stakeholders if this avenue of communication is chosen as a means of communication.

The Shire of Three Springs has chosen not to specifically seek engagement with the community using social media (excluding SoTS Face Book), instead relying on its website and more traditional forms of communication. This policy hence concentrates solely on the personal use of social media. Internet browsing usage and the use of social media in the workplace is addressed elsewhere in this policy.

The Shire of Three Springs acknowledges that Council members and employees use social media in a personal capacity. Whilst this may be in the Council members or employee's own time, it may have implications on the Shire. Council members and employees must ensure that their personal comments on any social media site do not compromise the capacity for them to perform their public role including action which may bring themselves or the Shire of Three Springs into disrepute.

The following principles apply, and should be observed by Council members and employees, in choosing to use personal social media:

- Any public statement made by a Council member or employee must:
 - Clearly state that the comment or content is a personal view only, which does not necessarily represent the views of the Shire of Three Springs,
 - Be made with reasonable care and diligence,
 - Be lawful, including avoiding contravention of; copyright, defamation, discrimination or harassment laws,
 - Be factually correct,
 - Avoid damage to the reputation of the local government,
 - Not reflect adversely on a decision of the Council,
 - Not reflect adversely on the character or actions of another Council member or employee,
 - Maintain a respectful and positive tone and not use offensive or objectionable expressions in reference to any Council member, employee or community member
 - In relation to employees, not involve personal use of social media during work hours other than during recognised breaks and not using Council owned devices.

11. Disciplinary Measures and Termination of Employment

Any breach of this Policy by employees may lead to disciplinary action against the employee, which may result in termination of employment.

Employees should also be aware that breaches of this Policy may incur legal action pursuant to the Copyright Act 1968, Sexual Discrimination Act 1984 and Equal Opportunity Act 1984.

12. Password Policy for Access to Shire of Three Springs Computers and Council Tablets

- Password is not to contain the user's account name or parts of the user's full name that exceed two consecutive characters.
- Be at least 7 characters in length.
- Contain characters from three of the following four categories:
 - English uppercase characters (A through Z)

- English lowercase characters (a through z)
- Base 10 digits (0 through 9)
- Non-alphabetic characters (for example, ! , \$, #, %)
- Password cannot be the same as any of the last 24 passwords.
- Passwords cannot be changed for 1 day after a new password is picked. (To stop people changing their password 24 times to get back to the same one).
- Passwords expire every 42 days.
- Council members and employees will be notified when their password is going to expire 5 days before it does. Any people who log in remotely will need to change their password before it fully expires, otherwise they won't be able to log in remotely when it does expire.
- Internet users should not download large files (in excess of ten (10) megabytes) unless necessary. If necessary, individual files of significant size should be downloaded at a time agreed to by the DCEO.
- The Shire of Three Springs will not be responsible for any unauthorised financial obligations arising through the use or misuse of the internet.

1.15 Execution of Documents

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Local Government Act 1995 s9.49(A)		

PURPOSE

To provide guidance on the appropriate method of execution for the Shire's documents

POLICY

This policy ensures that the Shire's common seal is utilised, and documents executed in accordance with the provisions of s9.49A Local Government Act 1995 (the Act) whereby a document is duly executed by a local government if the common seal is affixed to it or it is signed by an officer authorised by the Council to do so.

Policy Statement:

This policy applies to all Shire of Three Springs employees who have been authorised through the provisions of this policy to execute documents on behalf of Council.

Executing documents using the common seal or by signing a document does not constitute the decision to undertake a course of action. A Council resolution or a decision under delegated authority is required prior to executing documents pertaining thereto.

If the Chief Executive Officer has authorised a senior employee to witness the affixation of the seal to a document or a class of documents, that authorisation is detailed in the Chief Executive Officer's Delegated Authority Register.

In the case of:

- Legislation,
- The formal requirements of a Commonwealth or State department, authority or agency (as described in a policy or procedure, etc.); or
- A Council decision.

Expressly specifying a way in which a document is to be executed, that course of action is to take precedence over this policy.

Should ambiguity arise over what category might apply to a document i.e. two categories may have relevance to a document, then the higher category is to take precedence unless the decision has been made under delegated authority in which case it is a Category 2 document and can be executed by the officer exercising the delegated authority.

1. Procedure

Where possible, documents requiring the common seal must be duly executed by the other counterparties prior to being submitted to the Shire of Three Springs for execution. Exceptions may arise regarding Scheme Amendment and Structure Plan documents which may be certified prior to the WAPC certifying the document.

Documents should be executed in original (paper) form, and the use of counterparts should be avoided unless justified by the urgency of a document or transaction.

2. Category 1(A) Documents

Category 1A documents require a specific resolution of Council to sell, lease or enter into an agreement etc. as well as an authority to affix the seal e.g. (1) Council approves the leasing of Lot 1 on DP2 to Mr. and Mrs. Smith for four years; and (2) Council authorises the affixation of the seal to the lease.

These documents will be executed by having the common seal affixed under the authorisation of Council with the affixing of the seal in the presence of and being attested to by the President and Chief Executive Officer.

Following is a list of documents that are Category 1(A) documents.

2.1 Deeds, including but not limited to: -

- Deeds of Agreement,
- Deeds of Release; and
- Memorandum of Understanding,

in respect to sale, purchase or other commercial dealing relating to Shire assets including equitable interests.

2.2 Local Planning Schemes and Amendments

2.3 Lease documents. This category includes, but is not limited to: -

- Extension of Lease under original lease and new term not previously provided,
- Variation of Lease,
- Assignment of Lease; and
- Surrender of Lease.

Except for any of the above that is granted under delegated authority.

2.4 Local Laws

2.5 Landgate documents

Documents prepared for registration at Landgate that are mortgage documents and transfer of landforms where the value of the land exceeds the amount determined by the Shire of Three Springs for the purpose of s5.43 (d) of the Act.

3. Category 1(B) Documents

Category 1(B) documents are those of a general form or category and which may be subject to time constraints for execution. These documents are to be sealed as part of a “class of documents” authorised by Council to be executed under the common seal without a specific Council resolution to affix the seal. Please note that the document may not require a Council resolution (being a Category 1(B) document) however the decision to undertake a course of action may still require Council approval.

Following is a list of documents that are Category 1(B) documents.

- Agreements relating to grant funding, when the funder requests that the agreement be signed under seal,
- Debenture documents for loans which Council has resolved to raise,
- General Legal and Service Agreements not already listed in this policy; and
- Indemnity given by the Shire to a third party.

4. Category 2 Documents

Category 2 documents do not require the seal to be affixed.

Under s9.49(A)(4) Council hereby authorises those employees listed in the table below to sign documents on behalf of the Shire of Three Springs.

To follow is a list of documents that are Category 2 documents.

Description	Authority of Execute
Documents required to enact a decision of Council (i.e. contractual documents resulting from a tender process, adoption of a new Structure Plan etc.)	Chief Executive Officer and Deputy Chief Executive Officer
Documents required in the management of land as a landowner.	Chief Executive Officer
Documents required to be signed as the management body of Crown land where a decision is being made under delegated Authority	Chief Executive Officer
<ul style="list-style-type: none"> • Documents prepared for registration at Landgate. The above authorisation does not extend to: - • Executing mortgage documents; and • Transfer of land forms where the value of the land exceeds the amount determined by the Shire of Three Springs for the purpose of s5.43 (d) of the Act which are category 1A documents.	President and the Chief Executive Officer.
Memorandum of Understanding	Chief Executive Officer

5. Category 3 Documents

Category 3 documents are those documents that are created in the normal course of business and are consistent with Shire policies and procedures. Category 3 documents are to be executed by CEO, DCEO, or a Shire officer where the authority and accountability has been extended through a policy or procedure.

These documents include but are not limited to the following: -

- Agreements in the normal course of business for the purchase of goods or services identified within the service unit's budget (other than for tenders awarded by Council) and conforming to the requirements of the Shire's Purchasing Policy and other relevant policies.
- General correspondence required to discharge the duties of your position; and
- Contracts for grant funding conducted in accordance with the Shire's Policies and Procedures.

1.16 Corporate Credit Cards

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
DLGSCI Local Government Operational Guidelines Number 11 – September 2006 - Use of Corporate Credit Cards		

PURPOSE

To provide clear direction on the use of Corporate Credit Cards by employees.

POLICY

The Shire, in order to enhance daily purchasing processes and reduce administrative costs, will authorise the issue, by its preferred financial provider, of corporate credit cards with a maximum limit of \$7,000 to the Chief Executive Officer and \$3,000 for the Deputy CEO.

1. Introduction

A corporate credit card will be issued to certain senior employees of the Shire of Three Springs to expedite authorised business expenditures on behalf of the Shire, therefore improving administrative practices and the effective cash management of the Shire.

2. Definitions

Credit Cards – Is defined as a facility allowing the cardholder to pay for goods and services on credit.

Business Expenses – Is defined as any expense necessary to the conduct of the business or is allowed under the terms of the employee's contractual employment with the Shire or relevant Council policies.

Personal Expense – Is defined as any expense not of a business nature.

Issue of Credit Cards and Limits

Council shall provide credit cards to the following positions, for the listed credit limit amounts

Chief Executive Officer	\$7,000
Deputy Chief Executive Officer/Manager of Finance	\$3,000

All new and existing cardholders shall be provided with a copy of the policies in relation to the use of credit cards and will be required to sign a statement in acknowledgement of such upon issue of their first card.

If the cardholder should lose or misplace their card, they must personally and immediately report it to the bank of issue.

The card is to be withdrawn if the employee's employment ceases.

3. Corporate Credit Card Purchasing

The employee is only to use the corporate credit card for business expense purchasing of goods and services on behalf of the Shire of Three Springs.

Cash withdrawals are strictly prohibited.

The corporate credit card credit limit will be set by Council and reviewed at least once a year at the time all policies and procedures are reviewed.

Personal expenditure on the Shire of Three Spring's corporate credit card is strictly prohibited.

The following are the approved methods of processing transactions, subject to the cardholder, on each occasion, maintaining a documented record of such transactions:

- Across the counter,
- By telephone (the transaction is completed by quoting Corporate card details to the supplier),
- By mail, quoting card details on orders to suppliers,
- By internet (the transaction is completed by quoting credit card details to the supplier).

All purchases by the Shire of Three Spring's corporate credit card must be accompanied by an appropriate tax invoice/receipt to ensure the Shire is able to claim all input tax credits in accordance with the requirements with the Australian Taxation Office.

In the event individual invoices/receipts are not available then the corporate credit card statement of expenditure is to be utilised to claim income tax credits under the condition that this statement complies with the Australian Taxation Office requirements.

4. Reporting Requirements

The Shire of Three Spring's corporate credit card statement of expenditure is to be endorsed by the employee as all expenditure items listed on the statement being authorised and undertaken by him/her.

The endorsed credit card statement of expenditure is to be included with the financial reports presented to Council in the Agenda's for the Ordinary Meetings of Council for Council information.

5. General Conditions

- The employee must surrender the Shire of Three Spring's credit card upon termination of his/her services within the Shire of Three Springs or when resolved to do so by Council.
- All Corporate credit card incentives (e.g. *fly buys*) are not to be acquired or accumulated by the employee for his/her personal use of gain.
- Any such credit card incentives associated with the Shire of Three Spring's corporate credit are to be utilised for the benefit of the Shire of Three Spring's business expense operations only.
- All expired Shire of Three Spring's corporate credit cards are to be destroyed by the Chief Executive Officer upon receipt of a new or replacement card.
- Any breach of this policy is to be reported to Council for information and action if deemed necessary.

6. Non-Compliance with Directions on Use

Where it is deemed that the cardholder has not acted within the guidelines provided above, the alleged infraction will be referred to the Chief Executive Officer, or in the case of the CEO as the cardholder, to the Shire President, who will have the matter investigated and implement whatever action is considered appropriate. This may involve the use of the card being withdrawn from that employee, and/or direct disciplinary action to be taken against the employee.

1.17 Record Keeping

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
State Records Act 2000, FOI Act 1992		

PURPOSE

To provide Council's expectations and commitment for record keeping of business transactions and official activities of the Shire of Three Springs in line with legislative requirements

Under the State Records Act 2000, Freedom of Information Act 1992 and the accredited Australian Standard ISO 9001, the Shire is required to maintain record keeping systems that are dedicated to the creation and control of the Shire's records. The systems must ensure that the Shire's records accurately and adequately record the performance of its functions and are able to contribute towards informed decision-making of the Shire.

This Policy applies to all records, which are created or received by the Shire of Three Springs, regardless of their media, date of creation or storage location.

POLICY

This Policy fulfils the requirement of the State Records Principles and Standards 2002 for a Record Keeping Policy as part of a government organisation's record keeping framework that also includes a Record Keeping Plan and Operating Procedures.

Policy Statement:

1. Definitions

"Record", as defined by the State Records Act 2000, is information recorded in any form created or received and maintained by an organisation in the transaction of business and kept as evidence of such activity and includes:

- anything on which there is writing,
- a map, plan, diagram or graph,
- a drawing, pictorial or graphic work, or photograph,
- anything on which there are figures, marks, perforations or symbols, having a meaning for persons qualified to interpret them,
- anything from which images, sounds or writings can be reproduced with or without the aid of anything else; and
- anything on which information has been stored or recorded, either mechanically, magnetically, or electronically.

2. Council Policy

Council recognises that the Shire's records are a corporate asset.

Complete and accurate records of all business decisions and transactions are to be recorded in the Shire's records keeping system both in respect to their content and context.

The records are to be managed in accordance with the relevant legislation, policies and procedures.

- Records creation:

- All employees and Council members are to create full and accurate records of the Shire's business decisions and transactions in the appropriate format.
- Records capture and control:
 - Original documents are to be forwarded to the Records Officer,
 - All records created and received in the course of the Shire's business regardless of the format are to be captured into the Shire's record keeping system.
- Records access
 - Council members' access to the Shire records is via the Chief Executive Officer in accordance with the Local Government Act 1995,
 - Employees and Shire contractor's access to the Shire's records will be in accordance with designated access requirements, security classifications and operational guidelines,
 - The general public's access to the Shire's records will be in accordance with the Local Government Act 1995 and the Freedom of Information Act 1992.
- Records protection and security
 - All records are to be managed and adequately protected and stored according to whether they are significant, insignificant or vital records, and in accordance with their security classification definitions.
- Contractual and outsourcing obligations.
 - All contractual arrangements are to ensure the Shire's ownership of its records.
- Retention and Disposal actions:
 - All records within the record keeping system maintained by the Shire are to be disposed as defined by States Records Office.
- Records transfer:
 - Records are only to be transferred according to legislative requirements and the transfer is to be recorded in the relevant record keeping system.

1.18 Civic Receptions, Functions and Provisions of Food and Refreshments

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To provide direction to the President and Chief Executive Officer in the provision of refreshments during Ordinary, Special and Electors Meetings of Council, Civic Functions, Receptions General, Specific Functions, Ceremonies and General Hospitality.

POLICY

This Policy applies to all eligible receptions and functions, hosted (or co-hosted) by the Shire Three Springs.

1. Guidelines

1.1 Ordinary, Special and Annual Electors Meetings of Council

The President may authorise the provision of refreshments after the closing of Ordinary, Special and Annual Meetings.

1.2 Civic Function and Receptions – General

At the discretion of the President and Chief Executive Officer, the President may host civic functions and receptions with refreshments for visiting dignitaries, local residents who are recipients of awards or prizes from the Shire of Three Springs, and visitors from other local governments from Australia and overseas. The date, time and invitation list shall be determined by the President, in conjunction with the Chief Executive Officer.

In the absence of the President, the Deputy President may carry out Civic and Ceremonial duties on behalf of the Shire of Three Springs, in accordance with s5.34 of the Local Government Act 1995.

2. Specific Function and Ceremonies

2.1 Annual Employees Christmas Function

During December each year, Council shall conduct an Employees Christmas Function with the appropriate level of refreshments.

The list of invitees shall include but not be exclusive to the following:

- current Council members, and their partners including pre-school and school age children,
- the Chief Executive Officer, Executives, Managers and Staff members, and their partners/guests including children.

2.2 Official Openings of Council Facilities

At the discretion of the President and Chief Executive Officer, the President may host receptions with refreshments to commemorate the Official Openings of Council facilities. The invitation list shall be at their discretion but is to include all current Council members and Freeman of the Shire of Three Springs.

3. General Entertainment and Hospitality

The provision of entertainment and hospitality including refreshments may only apply where approval has been given by the President or the Chief Executive Officer.

Examples of where approval is considered appropriate would include:

- entertaining official visitors to the Shire of Three Springs,
- workshops and seminars involving Council members and employees,
- employee farewell functions
- to enhance relationships between the Council, its stakeholders or employees.

Alcohol should only be available for the purpose of hospitality and supplied in modest amounts.

1.19 Council Briefing and Networking Forum

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Local Government Operational Guidelines No. 05 – January 2004 - Council Forums		

PURPOSE

To provide guidance regarding the convening and conduct of Council briefing and network forums.

POLICY

This Policy applies to all such forums held at or convened by the Shire of Three Springs.

Council has determined to develop opportunities for Council members to consider specific, or general issues, in a less formal setting, but one in which no decisions are made.

1. Council Forum

A Council Forum session will be held each month either prior to or after the Ordinary Council Meeting.

All Council members and Senior employees attend the Forum to have frank/open discussion concerning matters raised by all those in attendance e.g. to work through policies which require preparing or updating and which are to be listed on a future Agenda. To undertake this in a structured meeting procedure would be very time consuming.

1.1 Guidelines

- There will be no set Agenda prepared for the forum, however, to allow everyone to come somewhat prepared the following headings will be utilised:
 - Topics requested for discussion at session
 - Topics carried over from last session for discussion
 - Topics for discussion at a future session
- This does not restrict any matter from being raised by a Council member or employee on the day of the forum.
- There will be no members of the public or press allowed at the Council Forum.
- There are no formal minutes kept for the Council Forum, however briefing notes will be taken.
- There will be no decision/resolution/voting at these Forums. It is designed to discuss issues and provide guidance and/or clarification.
- Any item that requires a decision of the Council will be listed on a future Agenda within a report with an Officer Recommendation.
- Discussion will be conducted in a structured and orderly manner and directed through the Chair.

1.2 Networking Meeting

Each Month Council will hold a Networking Meeting two weeks prior to the Ordinary Council Meeting. This

meeting runs along similar lines to the Council Forum however the Networking Meeting provides Council with an opportunity to address issues at a more strategic level such as planning and development.

1.20 Related Parties

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Australian Accountant Standard AASB 124 – Related Party Disclosures		
Local Government Act 1995		
Local Government (Financial Management) Regulations 1996		
AASB 124 Related Party Disclosures		
AASB 10 Consolidated Financial Statement AASB 11 Joint Arrangements		

PURPOSE

The purpose of this policy is to provide guidance to Council to achieve compliance with the Australian Accountant Standard AASB 124 – Related Party Disclosures.

The Standard requires that all local governments disclose in their Annual Financial Reports, related party relationships, transactions and outstanding balances.

All local governments in WA must produce annual financial statements that comply with the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996 and the Australian Accounting Standards.

From 1 July 2016, the Australian Accounting Standards Board determined that AASB 124 Related Party Disclosures apply to government entities, including local governments.

The objective of the standard is to ensure that an entity's financial statement contain disclosures necessary to draw attention to the possibility that its financial position and financial performance may have been affected by the existence of related parties and transactions.

POLICY

This policy applies to Related Parties of Council and their transactions with the local government.

1. Identification of Related Parties and Transactions

A related party is a person or entity that is related to the Council.

For the purpose of this policy, related parties of Council are:

- A subsidiary, associate or joint venture of Council
- Key Management Personnel (KMP)
- Close family members of KMP
- Any entities controlled or jointly controlled by KMP or their close family members

1.1 Subsidiary, associated or joint venture of Council

These are entities that are controlled by Council, jointly controlled by Council or over which Council has significant influence.

For the purpose of this policy, Council have only one entity in this category.

1.2 Key Management Personnel (KMP)

Key Management Personnel (KMP) are, persons having authority and responsibility for planning, directing and controlling the activities of Shire either directly or indirectly.

KMP's for the Shire are:

- Council members (including the President)
- Chief Executive Officer
- Deputy Chief Executive Officer/Manager of Finance
- Managers including Manager of Works and Services
- A person acting in the Chief Executive Officer or Senior position (that are not already identified as a KMP).

Council requires all KMP's to fill out a Related Party Declaration form identifying the following:

- their close family members
- entities that they control or are associated with
- entities that their close family members control or jointly control

Declarations are required annually each financial year. Should an individual's circumstances materially change in the year a new declaration must be completed.

1.3 Close family members of KMP

Close family members are people who may be expected to influence or be influenced by, that person in their dealings with Council and include:

- that person's children and spouse or domestic partner,
- children of that person's spouse or domestic partner,
- dependants of that person or that person's spouse or domestic partner.

KMP shall identify close family members through the Related Party Declaration form.

1.4 Entities controlled or jointly controlled by KMP or their close family members

Entities include companies, trust, joint ventures, partnerships and non-profit associations such as sporting clubs.

Key management personnel shall identify all entities through the Related Party Declaration form.

Transactions between Council and related parties, whether monetary or not, are required to be identified. The types of transactions may include:

- Grants and Subsidy payments made to associated entities of Council
- Non-monetary transactions between Council and related parties
- Goods and services provided by Council to related parties
- Purchase of materials and services from related parties
- Compensation made to key personnel
- Fees and charges charged to related parties
- Infrastructure contributions and application fees from related parties
- Guarantees given or received
- Provision of doubtful debts related to the amount of outstanding debts
- Purchase or sale of property and other assets to related parties
- Employee expenses for close family members of key management personnel
- Lease agreements for housing rental to related parties

2. Assessment of Related Party Transactions and Disclosures

Once the related party transactions have been identified they will be analysed by the DCEO.

Where transactions are found to be of material or significant nature, they will be disclosed in the financial statements.

The following matters must be considered in determining the materiality and significance of any related party transactions:

- Significance of transaction in terms of size
- Whether the transaction was carried out on non-market terms
- Whether the transaction is outside normal day-to-day business operations, such as the purchase and sale of assets
- Whether the transaction is disclosed to regulatory or supervisory authorities
- Whether the transaction has been reported to senior management
- Whether the transaction was subject to Council approval.

Transactions or balances that occur within an ordinary citizen transaction shall be excluded from the detailed disclosures.

3. Ordinary Citizen Transaction (OCT)

Transactions with related parties of Council which are of a nature that any ordinary citizen would undertake will not be captured and reported. These transactions are not material transactions because of their nature. However, if the OCT occurs on terms and conditions that are different to those offered to the general public the transaction may become material and subsequently disclosed.

Ordinary Citizen Transactions shall include:

- Use of Council facilities, equipment and services in accordance with Council's fees, charges and policies,
- Payment of rates and charges,
- Attendance at Council functions and activities that are open to the public,
- Payment of fines and other penalties on normal terms and conditions; and
- Related party transactions occurring during delivering Council's public service objectives and which occur on no different terms to that of the general public

Amendments to transactions classified as Ordinary Citizen Transactions may be identified from time to time and this policy will be amended accordingly.

4. Key Terms and Definitions

Related Party Transaction - is a transfer of resources, services or obligations between the Council and a related party, regardless of whether a price is charged

Related Party - as defined in this Policy

Entities – as defined in this Policy

Key Management Personnel - as defined in this Policy

Close family members of a person - are those family members who may be expected to influence or be influenced by, that person in their dealings with Council and include:

- a person's children and spouse or domestic partner,
- children of that person's spouse or domestic partner,
- dependants of that person or that person's spouse or domestic partner.

Materiality - means the assessment will be assessed on a case by case basis assessing if the amount and/or nature of the transaction would be considered beneficial to the related party.

Ordinary citizen transactions - means a transaction that an ordinary citizen of the community would undertake in the ordinary course of business with Council.

KMP Compensation means all forms of consideration paid, payable, or provided in exchange for services provided, and may include:

- Short-term employee benefits, such as wages, salaries and social security contributions, paid annual leave and paid sick leave, and bonuses (if payable within twelve months of the end of the period) and non-monetary benefits (such as medical care, housing, cars and free and subsidised goods or services) for current employees,
- Post-employment benefits such as pensions, other retirement benefits, post-employment life insurance and post-employment medical care,
- Other long-term employee benefits, including long-service leave or other long-service benefits, long-term disability benefits and, if they are not payable wholly within twelve months after the end of the period, bonuses and deferred compensation,
- Termination benefits; and

Significant (significance) means likely to influence the decisions that users of the Council's financial statements make having regard to both the extent (value and frequency) of the transactions, and that the transactions have occurred between the Council and related party outside a public service provider/ taxpayer relationship.

5. Review Policy

It is the responsibility of the Finance Manager to monitor the adequacy of this policy and approve appropriate changes.

6. Related Documents

Local Government Act 1995

Local Government (Financial Management) Regulations 1996

AASB 124 Related Party Disclosures

AASB 10 Consolidated Financial Statement AASB 11 Joint Arrangements

1.21 Tourism

Adoption		
Date	Meeting	Council Decision
18/11/2020	OCM	
Review		
Date	Meeting	Council Decision
18/11/2021	OCM	080/2020
No.	Title	
Legislative Reference		
Local Government Act 1995 s.5.41 (f), Rules of Conduct Reg 3(d), s.2.8(1)(d) of the Local Government Act 1995, s.2.8(1)(d) of the Local Government Act 1995, s.5.93 of the Local Government Act 1995		

PURPOSE

The Council will in relation to tourism in the Shire of Three Springs:

- a) Recognise tourism as a social and economic force within the diverse economy of the Shire of Three Springs.
- b) Foster and create community awareness of the benefits of tourism within the Three Springs district.
- c) Support the development of tourism in Three Springs district and on a regional and state level.
- d) Provide the infrastructure sufficient to encourage development.
- e) Ensure that facilities within the Three Springs area are adequate to cater for visitors.

POLICY

To achieve these objectives the Council will:

1. Recognise the importance of our Regional and State affiliations as a means to further develop tourism as an economic and social stimulus.
2. Assist to foster and create a community awareness of the role and value of tourism within Three Springs.
3. Encourage tourist organisations or events which have the potential to develop tourism in the Three Springs Region.
4. Provide a budget allocation for tourism expenditure.
5. In the formulation and review of its planning instruments, take into consideration policies on tourism and other leisure related issues, and requirements of tourism development.
6. Ensure the welfare of the community when supporting tourism development and the provision of facilities.

OFFICIAL COMMUNICATION and LOBBING

Authorise the Chief Executive Officer to speak on behalf of Council (LGA s5.41(f), to lobby government, the media and to apply for grants associated with the following tourism elements:

1. Duffy's Store
2. Glyde Street Caravan Park
3. CBH Silos.

Communications by the Chief Executive Officer, must not:

1. Bring the Shire of Three Springs into disrepute (Rules of Conduct Reg 3(d);
2. Compromise the person's effectiveness in their role with the Shire of Three Springs;
3. Imply the Shire's endorsement of personal views (s.2.8(1)(d) of the Local Government Act 1995);
4. Disclose, without authorisation, confidential information (s.5.93 of the Local Government Act 1995).

1.22 Stallholders and Traders Permits in Thoroughfares

Adoption		
Date	Meeting	Council Decision
26 May 2021	OCM	034/2021
Review		
Date	Meeting	Council Decision
	OCM	
No.	Title	
Legislative Reference		

PURPOSE

This policy sets out standard arrangements that apply to anyone who wishes to set up a display, or offer to hire or sell goods from, or on a thoroughfare.

POLICY

An application for a permit to establish a stall or trade-in a thoroughfare shall:

- state the full name and address of the applicant;
- specify the proposed number of assistants, if any, to be engaged by the applicant in conducting the stall or trading, as well as their names and addresses if already engaged;
- specify the location or locations in which the applicant proposes to conduct the stall or trade;
- specify the period of time for which the permit is sought, together with the proposed days and hours of conducting the stall or trading;
- specify the proposed goods or services which will be displayed, offered for sale or traded; and
- be accompanied by an accurate plan and description of any proposed structure or vehicle which may be used by the applicant in conducting the stall or trade.

Matters to be Considered in Determining Approval

In determining an application for trading in thoroughfare permit, the Shire will consider any matters relevant to granting a permit:

- Any obstruction to the visibility or clear sight lines of any person at an intersection of thoroughfares; or
- Any impediment to pedestrian access; or
- If the vehicle, display, tables, chairs and other equipment to be used may obstruct or impede the use of the public place for the purpose for which it was designed.

License Fee

- The license fee is as set by Council in its Annual Budget.
- Exemptions will apply to a 'charitable organisation' which means an institution, association, club, society or body, whether incorporated or not, the objects of which are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature and from which any member does not receive any pecuniary profit except where the member is an employee or the profit is an honorarium;

Conditions of Permit

- If the local government approves an application for a permit under this policy subject to conditions, those conditions may include –

- (a) the place, the part of the district, or the thoroughfare to which the permit applies;
- (b) the days and hours during which a permit holder may conduct a stall or trade;
- (c) the number, type, form and construction, as the case may be, of any stand, table, structure or vehicle which may be used in conducting a stall or in trading;
- (d) the goods or services in respect of which a permit holder may conduct a stall or trade;
- (e) the number of persons and the names of persons permitted to conduct a stall or trade;
- (f) the requirement for personal attendance at the stall or the place of trading by the permit holder and the nomination of assistants, nominees or substitutes for the permit holder;
- (g) whether and under what terms the permit is transferable;
- (h) any prohibitions or restrictions concerning the -
 - (i) causing or making of any noise or disturbance which is likely to be a nuisance to persons in the vicinity of the permit holder;
 - (ii) the use of amplifiers, sound equipment and sound instruments;
- (i) the manner in which the permit holder's name and other details of a valid permit are to be displayed;
- (j) the care, maintenance and cleansing of the stall or any structure used for trading and the place of the stall or any structure;
- (k) the vacating of the place of a stall or trade when the stall is not being conducted or trading is not being carried out;
- (l) the acquisition by the stallholder or trader of public risk insurance;
- (m) the period for which the permit is valid; and
- (n) the designation of any place or places where trading is wholly, or from time to time prohibited by the local government.

2. COUNCIL POLICIES - GOVERNANCE

2.1 Freedom of Information Statement

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Freedom of Information Act 1992		

PURPOSE

This information statement is published in accordance with the Freedom of Information Act 1992.

POLICY

1. Structure and Functions of Shire

The Shire of Three Springs is established under the Local Government Act 1995 and has the responsibility for the administration of this Act within the local government district. Other major legislation, which creates a duty or an authority to act, includes, but is not limited to:

- Public Health Act 2016
- Cat Act 2011
- Planning and Development Act 2005
- Bush Fires Act 1954
- Dog Act 1976
- Cemeteries Act 1986
- Building Act 2011
- Litter Act 1979

In total it is estimated that the Shire is responsible for implementing more than 200 Acts and regulations of the Federal and State Governments.

The Council consists of seven people elected from the community who act in a voluntary capacity for the Shire. The Council acts as a community board, establishing policies and making decisions within the requirements of the Local Government Act on a wide range of issues affecting the community, and in keeping with the legislative requirements to:

- Determine policies to be applied by Council in exercising its discretionary powers
- Determine the type, range and scope of projects to be undertaken by Council
- Develop comprehensive management plans, budgets, financial controls and performance objectives and indicators for the operations of Council.
- The Council makes decisions which direct and/or determine its activities and functions. Such decisions include the approval of works and services to be undertaken, and the allocation of resources to works and services.

- Decisions are also made to determine whether approvals are to be granted for applications for residential and commercial development.
- Ordinary meetings of Council are held on the third Wednesday of each month starting at 4.00pm except for February and December where the meeting is held a week earlier. All members of the public are welcome to attend.

2.2 Corporate Governance Charter

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The Shire of Three Springs exists to provide the best possible facilities and services for all the residents, ratepayers and stakeholders.

POLICY

This policy details the expectations for the organisation to adhere by when engaging with the community.

Policy Statement:

Offer integrity and equality to our customers by:

- Listening to, respecting, considering and empathising with their opinions
- Applying consistency and fairness in all dealings
- Valuing our clients and their ability to make a positive contribution
- Ensuring confidentiality where appropriate

Provide a service focus to our customers by:

- Providing prompt, consistent, friendly and professional assistance
- Consulting our clients about their views and needs
- Actively pursuing continuous improvement in our customer service

Pledge ourselves to progressive leadership by

- Adopting a positive focus which values trust, teamwork and competence
- Being flexible and adaptable in our response to changes in circumstances

Ensure responsible management by

- Being committed, decisive, ethical, effective and accountable in all operations
- Developing efficient and effective policies, procedures and initiatives
- Achieving the desired outcomes

We will:

- Greet you with courtesy and friendliness,
- Answer your telephone call promptly
- Listen carefully to what you have to say and confirm your needs by questions,
- Deal with your enquires promptly and to the best of our ability,
- Endeavour to establish your name and to use it in all dealings wherever possible,

- Wear name badges and give you the relevant employees names in all dealings that we have with you,
- Always follow up on commitments we have made to you,
- Be punctual for meetings and appointments,
- Return your telephone call within two (2) working days,
- Respond to your written requests in the first instance within five (5) working days,
- Formally record your query where appropriate and follow up on your request.

2.3 Recognition of Council Member's Service

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
s5.100A Local Government Act 1995, r34AC Local Government (Administration) Regulations 1996		

PURPOSE

To recognise and acknowledge Council members following the completion of their time of service on Council.

POLICY

To ensure that Council members are acknowledged formally.

Policy Statement: The following minimum requirements of service on Council are required, to warrant formal recognition:

- Elected term of service:
 - Shire Plaque and gift to the value of \$50 per year of service – to a maximum value of \$500.00.
 - The gifts are to be presented at a function to be held to recognise the Council members' service to Council.

2.4 Display of National and other Flags

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Flags Act 1953 (Commonwealth)		

PURPOSE

To properly recognise precedence in relation to the flying of flags at Shire facilities.

POLICY

The Shire recognises the significance of certain flags connected to its governance responsibilities and will utilise Council flagpoles to fly such flags.

The flags that are to be flown each working day are the:

Australian National Flag

Western Australian State Flag

Australian Aboriginal Flag

Any other flag/s approved by Council or CEO may be flown on appropriate occasions.

Flags flown in response to Council's governance responsibilities will be flown in accordance with the relevant legislation and protocols in force at the time.

2.5 Use of Crest and Logo

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	

PURPOSE

To protect the usage of the Shire Crest, title and logo on material, other than Shire of Three Springs material and to set a framework for the circumstances in which approval may be sought and obtained for external usage.

POLICY

Applies to all Shire of Three Springs material.

1. Shire of Three Springs Crest

The Shire of Three Springs crest reflects 3 important elements within the local government district, including industry, agriculture and natural attributes.

2. Corporate Branding and Logos

The Shire develops and uses, from time to time, a range of corporate branding and logos in its official and promotional publications and materials.

Such corporate branding and logos remain the property of the Shire.

3. Use of the Crest, Corporate Branding and Logos

The Shire of Three Springs crest and any corporate branding or logos shall not be used by any person or entity without the express authorisation of the Shire.

The use of the Shire's Crest, corporate branding or logo by organisations may be authorised under the following circumstances:

used by an entity that is in partnership with the Shire, however the usage may only be used in activities and functions in relation to the partnership,

used by a person or entity in acknowledgement of the Shire's provision of sponsorship or in-kind support, however, may only be used in activities directly related to the sponsorship,

used by a person or entity in the promotion of an undertaking that is aligned with the strategic objectives of the Shire, where the use is considered to have the effect of promoting the Shire and the undertaking is not-for-profit or altruistic.

4. Applications to Use

Applications must be made prior to any use occurring and must be made in writing, specifying the planned use of the crest, corporate branding or logos, including but not limited to:

The full text of the materials to which the crest, corporate branding or logos are proposed to be applied,

The manner and format by which the materials are to be distributed or published,

Details of the persons who will be responsible for the administration of the Shire's approval and its conditions, should such an approval be provided.

5. Conditions on Use

The following criteria will be conditional on any authorisation for the use of the Shire's Crest, corporate branding or logos, and will be communicated to the applicant on issue of an authorisation:

use of the crest, corporate branding or logos will be in accordance with the Shire's style guidelines,

the Shire will determine a period for which the approval remains valid,

the Shire retains the right to withdraw its approval, with the applicant subsequently being obligated to remove the Shire's crest, corporate branding or logos from their materials and circulation,

any other conditions deemed appropriate to the circumstances of the application.

6. Shire of Three Springs Title

The use of the title 'Shire of Three Springs' in the name of an entity, will not be approved by the Shire.

7. Shire of Three Springs Letterhead

The Shire of Three Springs letterhead may only be used by the Shire for its official functions and duties. It may not be used by:

Council members or employees for any purpose other than the fulfilment of their official duties; or

any other entity for any purpose.

2.6 Risk Management

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To outline the Shire's commitment and approach to managing risks that may impact on its day-to-day operations and threaten the achievement of its objectives.

POLICY

Policy Objective:

The Framework is based on good practice and sound corporate governance and is consistent with the risk management guidelines and principles of AS/NZS ISO 31000:2018 – Standard for Risk Management. The Framework is an important component of the Shire's overall Governance Model and remains central to all its operations while delivering a wide and diverse range of services to its residents and visitors. The management of risk is the responsibility of everyone and is an integral part of the Shire's organisational culture which is reflected in the various policies, protocols, systems and processes to ensure efficient and effective service delivery.

Policy Scope: The Risk Management Policy and any associated frameworks, guidelines and protocols will apply across all operations of the Shire. All employees within the Shire are encouraged to develop an understanding and awareness of risk and contribute to the risk management process.

Policy Statement: The Shire of Three Springs ("the Shire") Risk Management Policy documents the commitment and objectives regarding managing uncertainty that may impact the Shire's strategies, goals or objectives.

It is the Shire's Policy to achieve best practice (aligned with AS/NZS ISO 31000:2009 Risk management), in the management of all risks that may affect the Shire, its customers, people, assets, functions, objectives, operations or members of the public.

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

The Shire's Management Team will determine and communicate the Risk Management Policy, Objectives and Procedures, as well as, direct and monitor implementation, practice and performance.

Every employee within the Shire is recognised as having a role in risk management from the identification of risks to implementing risk treatments and shall be invited and encouraged to participate in the process.

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

1. Definitions (from AS/NZS ISO 31000:2009)

Risk: Effect of uncertainty on objectives.

Note 1: An effect is a deviation from the expected – positive or negative.

Note 2: Objectives can have different aspects (such as financial, health and safety and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product or process).

Risk Management: Coordinated activities to direct and control an organisation with regard to risk.

Risk Management Process: Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

2. Risk Management Objectives

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

3. Risk Appetite

The Shire quantified its risk appetite through the development and endorsement of the Shire's Risk Assessment and Acceptance Criteria. The criteria are included within the Risk Management Procedures and are subject to ongoing review in conjunction with this policy.

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

3.1 Key Elements of Risk Management Process

The key elements are described below:

- Communication and Consultation Risk Identification Process
- Understanding Scope, Context and Criteria
- Risk Assessment Process
- Risk Treatment
- Monitoring and Review
- Recording and Reporting

3.2 Communication and Consultation

An effective risk management process relies on regular communication and consultation, both upward to leadership and downward from leadership and senior employees, involving risk owners, Shire management and Audit and Risk Committee / Council (as applicable).

The main objectives of risk communication and consultation are to:

- Provide information for decision making (relevance of information is dependent on currency);
- Utilise expertise from across the organisation in the course of carrying out risk management activities; and

- Facilitate an inclusive and empowered culture across the Shire in relation to risk management.

3.3 Risk Identification and Risk Treatment Process

The day to day management of risks including potential risks is part of business as usual.

Understanding when existing risks reach above the tolerable level i.e. risk tolerance and requires management attention is the focus of this critical step. Risk Registers are established to ensure that the details of the risk 'event' or operational procedure are documented to outline the context of the issue, the potential impact and likelihood of the risk on the Shire and what is being done to treat the risk or to reduce the level of risk within the risk appetite / prescribed policy / minimum industry standard etc.

It is industry practice to report risks by risk category and/or risk themes to group similar risks under the appropriate risk category. The use of standard risk categories enables:

- Structured process for employees to identify and capture risks; and
- Reporting of risks by risk type, providing focus areas requiring risk mitigation, especially where similar risks are identified across functional areas and/or by different stakeholders.

The Shire's risk categories/themes should be continually reviewed to ensure relevance in current environment.

Examples of risk categories within the local government sector:

- Performance: inability to deliver on key strategic objectives, failure to manage key projects,
- Infrastructure: potential loss of infrastructure impacting on delivery of essential services,
- Financial: loss of assets, impact on annual revenues or costs, mismanagement of funds,
- Environmental Risk: negligence resulting in long term harm to the environment,
- Community / Reputational Damage: adverse publicity, release of sensitive data such as ratepayer details,
- Service Delivery/Business Interruption: loss of service, disruption in business processes or impact to service delivery (including through lack of skilled resources), and
- Legislative / Regulatory / Policy / Occupational Safety and Health: misconduct, injury, breaches to regulatory and/or statutory requirements.

4. Roles, Responsibilities & Accountabilities

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

Role	Responsibilities
Council	<p>Council's responsibilities are to:</p> <ul style="list-style-type: none"> • Adopt a Risk Management Policy compliant with the requirements of AS/NZS ISO 31000:2018 and to review and approve the Policy on a regular basis as required. • Be satisfied risks are identified, managed and controlled appropriately, to achieve Shire's strategic objectives • Support the allocation of funds / resources to treat risks as required.
Audit and Risk Committee	<p>Audit and Risk Committee responsibilities are:</p> <ul style="list-style-type: none"> • Requests and reviews reports on risk management on a semi-annual basis (minimum) or as required depending on the nature of the risk(s). • Monitors the overall risk exposure of the Shire and makes recommendations to Council as appropriate. • Assesses for effectiveness the risk control measures / risk treatment plans in reducing the severity of the risk(s).

Executive	<p>Executive responsibilities are:</p> <ul style="list-style-type: none"> • Creates an environment where employees are responsible for and actively involved in managing risk. • Oversight of the Shire's Risk Management Strategy. • Maintain and implement the Risk Management Strategy. • Ensures a consistent risk management approach is embedded in the operations and processes of the Shire. • Actively participates and supports the Risk Management Strategy through identification and creation of suitable risk treatments to control strategic and operational risks facing the Shire. • Monitors the strategic and operational risk management performance. • Reviews the Shire's Risk Summary Report prior to submission to the Audit & Risk Committee.
Employees	<p>Employee responsibilities are:</p> <ul style="list-style-type: none"> • Adopt and understand the principles of risk management and comply with policies, processes and practices relating to risk management, • Alert and bring to management's attention, any risks which are above the acceptable risk tolerance levels, • Conduct risk assessments which are appropriate with the scope of the task and the associated level of risk identified, • Take responsibility for risks assigned to them.

5. Maintenance of Risk Registers

- The responsibility for being alert to risks and /or identification of potential risks is everyone's responsibility.
- The Shire has a designated Risk Champion. Their role is to drive the risk management process and to strive for continuous improvement.
- Risks which require management attention and active risk monitoring must be documented and assigned a risk owner in the Department's Risk Register.
- The second level review of Risk Registers is the responsibility of Service Managers.
- New emerging risks should be communicated to the CEO as part of a regular management meeting. Emerging risks often become strategic risks if nothing is done to reduce the risk to an acceptable level.
- A standard Risk Register template has been created for the Shire to ensure a consistent approach. Any changes to the template require consultation with the Risk Champion.

Guidelines when describing risk events or issues:

- Each risk item should have a unique reference.
- Important details to always include - date identified and who, what, when of incident are important facts. Date of later updates should also be included.
- The impact assessment – likelihood and consequence for risk rating can be based on best known information. Do not get bogged down with the actual rating. The key is to log the event and raise it with the appropriate Manager for further consultation.

- Action Owners – sometimes there are multiple people involved; consult with the Risk Champion or Manager as to listing multiple owners or having one overall owner. If multiple, it should be clear as to what each person is responsible for.
- The amount of detail and factual information is dependent on the risk situation and should be reflective of the severity and nature of the risk.

Examples: Legal disputes or issues which impact on the reputation of the Shire should be actively monitored. Restricting access to the specific risk register would be an appropriate control whilst ensuring a transparent process to those that are managing the issue. Updates to the risk register is one way of providing status updates to multiple risk owners / stakeholders.

Risks which have action plans in the future i.e. next financial year, may not need an update for the regular Risk Reports unless there is a change to the agreed action plans. Items of this nature can remain on the risk register with the Status = Open with periodic confirmation of the action plan. However, any decisions which may impact or likely impact on the action plan not being executed as stated should be flagged as soon as it is known. This will enable alternate solutions to be considered in a timely manner.

2.7 Fraud and Corruption Prevention

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The objectives of the Fraud and Corruption Prevention Policy are to:

- articulate that the Shire of Three Springs is intolerant of fraud and corruption,
- prevent fraud or corruption occurring at the Shire of Three Springs.
- This policy applies to all Council members, employees and Contractors working for the Shire of Three Springs as fraud and corruption control is the responsibility of everyone in or associated with the Shire.

POLICY

The Shire of Three Springs recognises that fraud and corruption is illegal and contrary to the Shire's organisational values. In view of this, a proactive stance is taken to ensure incidences of fraudulent or corrupt activities or behaviours do not occur.

Whilst the Shire aims to foster a culture which upholds trust and honesty as part of its core values, it is acknowledged that not everyone throughout the organisation may share those values. As such, the Shire will ensure that the effective prevention of fraud and corruption is an integral part of its operating activities.

All employees are accountable for, and have a role to play in, fraud and corruption prevention and control. The Shire encourages employees to disclose actual or suspected fraudulent or corrupt activity. When identified, any suspected fraudulent or corrupt activity will be promptly investigated, and where appropriate legal remedies available under the law will be pursued.

All alleged incidences will be investigated thoroughly.

Where appropriate, the Shire will protect the anonymity of those responsible for reporting the activity.

The Shire will ensure that systems and procedures are in place to prevent, detect, report and investigate incidents of fraudulent or corrupt behaviour or activities and will ensure that employees are trained in and aware of their responsibilities in respect to the prevention, detection, reporting and investigation of fraudulent or corrupt behaviour.

The success of this policy will be determined by the employees at the Shire being aware of their responsibilities in relation to fraud and corruption prevention and control, the identification, treatment and recording of fraud or corruption risks, fraud or corruption auditing and detection processes, reporting responsibilities and obligations and investigation procedures.

2.8 Community Small Grants Fund

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

Council's biannual Community Small Grants Fund is a strategic tool aimed at capacity building, supporting innovation and addressing community need in line with the Council's vision. This Policy provides an equitable, efficient, transparent and sustainable framework for the allocation of Council's Community Small Grants Fund program to community organisations in Three Springs.

POLICY

Community Grants are a key tool used by Council to support and meet the needs of its residents and are linked to the priority areas identified in the Shire of Three Springs Strategic Community Plan 2018-2028.

Community Grants extend the community's capacity to conduct activities, create opportunities and develop strong partnerships for community capacity building. The Shire of Three Springs recognises the value provided by the Not-For-Profit sector and local community based clubs in delivering projects to contribute to a liveable, sustainable and vibrant area.

1. Grant Guidelines

1.1. Applications must fulfil the following criteria:

- 1.1.1. The application is for up to \$3,000 at the discretion of Council;
- 1.1.2. The project will be undertaken within the Shire of Three Springs and funds expended in Three Springs (wherever possible);
- 1.1.3. The project will deliver economic and / or social and community well-being benefit to the community;
- 1.1.4. The project aligns with the current Shire of Three Springs Strategic Community Plan;
- 1.1.5. Unless otherwise agreed, the applicant will need to be an incorporated not-for-profit organisation or be auspiced by an incorporated not-for-profit organisation to administer the applicant's funds and provide accountability for the grant;
- 1.1.6. Organisations will not be funded for more than one project in any one financial year
- 1.1.7 The Community Small Grants Fund Committee will comprise of two (2) Councillors, of which one (1) will be either the Shire President or the Deputy President, the Shire Chief Executive Officer and a local Justice of the Peace (if available).
- 1.1.8 The Community Small Grants Fund Committee will assess the application using the following criteria:
 - Social / community well-being weighting 50%
 - Economic weighting (estimate of local spend to be provided) 10%
 - Strategic Plan Alignment weighting 40%

2.9 Council Member Continuing Professional Development

Adoption		
Date	Meeting	Council Decision
24 June 2021	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To give effect to the Shire of Three Springs commitment to facilitate continuing professional development of Council Members, which enhances their knowledge and develops their skills, thus augmenting Council's capacity for well-informed decision-making and the provision of good government for our community.

This policy provides a framework to assist Council Members to identify and access relevant training and defines the expenses that will be paid by the Shire of Three Springs.

This policy supports compliance with sections 5.127 and 5.128 of the *Local Government Act 1995* (the Act), which require Local Governments to prepare and adopt a policy in relation to the continuing professional development of Council Members, and to provide annual reports on training.

POLICY SCOPE

This policy applies to Council Member training and continuing professional development, including mandatory training required under s.5.126 of the Act.

POLICY

Budget Allocations

The Shire of Three Springs Annual Budget will include:

a. Whole of Council Training and Development

An allocation for Council as a whole, to be used for:

- Council Member Induction, dealt with under this Policy;
- Mandatory Council Member Training, dealt with under this Policy, and
- Council Capacity Building, dealt with under this Policy.

b. Council Member Professional Development

An allocation for each Council Member to be used for individual Continuing Professional Development, as specified under this Policy. Council Members may select training and professional development to be funded from this allocation, subject to approval in accordance with this Policy.

Unexpended allocations at the end of a financial year will not be carried forward to the next financial year.

Any professional development proposal that exceeds an individual Council Member's allocation will be referred for Council decision. Alternatively, the Council Member may choose to privately fund any shortfall. This will not be eligible for reimbursement from a future budget allocation.

Council Member Induction

Following each election, the Shire of Three Springs will conduct a comprehensive induction program, providing newly elected Council Members with information that will support them to understand Council Member roles and responsibilities; legislative obligations; personal responsibilities; and strategic direction of the Local Government. Continuing/previously elected Council Members are encouraged to participate in nominated elements of the induction program, to assist in fostering a team culture and to refresh their understanding.

Mandatory Council Member Training

Council Members are required to complete the Council Member Essentials Course within 12-months from the day on which they are elected, unless exempt under Regulation 36 of the *Local Government (Administration) Regulations 1996*. Council Members should confirm with the Chief Executive Officer whether they are eligible for an exemption.

The Shire of Three Springs preferred provider is WALGA, and course delivery is available online, face to face. Council Members will be provided with enrolment options and the Shire of Three Springs will coordinate bookings and arrangements to implement their selection.

Where a majority of Council Members would prefer face to face training, the Shire of Three Springs may arrange on-site delivery and may coordinate this in cooperation with neighbouring Local Governments to achieve cost savings.

Council Members who are not yet required to complete the Mandatory Training may still choose to participate, with associated costs attributed to the Whole of Council Training and Development budget allocation.

Council Capacity Building

Within 6 months after an election, a Council Workshop will be convened to enable Council Members to collaboratively develop a program of Council Capacity Building.

The program developed at the workshop will form the basis for regular training provided to all Council Members as a group, to encourage Council to focus on continuous improvement in its function as a governing body and to address the outcomes set out in this policy.

The CEO will coordinate training in accordance with the agreed program, with details of dates and delivery modes to be determined in consultation with Council Members.

Continuing Professional Development

Formats

Eligible Continuing Professional Development formats include, but are not limited to:

- Short courses;
- Training courses;
- Workshops;

- Seminars;
- Conferences;
- Formal qualifications, or individual units or modules as components of formal qualifications; and
- Membership of professional development organisation, where the membership incorporates access to Continuing Professional Development.

Providers

Continuing Professional Development should be delivered by industry recognised training providers, peak bodies or professional organisations.

Outcomes

In order to be eligible for approval under this policy, Continuing Professional Development must be relevant to the role of a Council Member, and offer demonstrable benefit to the Council as a governing body, the Shire of Three Springs as an organisation, and the broader community.

This includes Continuing Professional Development that:

- Enhances the understanding of Council Member roles and responsibilities, and/or the role and function of Local Government;
- Assists Council Members to develop knowledge and skills in relation to the strategic objectives of the Shire of Three Springs;
- Enables Council Members to further develop personal and professional skills necessary for excellence in performance of the Council Member role; or
- Supports Council Members in developing and maintaining positive and healthy communication, team culture and relationships, to facilitate excellent teamwork to achieve outcomes that deliver good government for the Shire of Three Springs community.

Eligible Continuing Professional Development activities include:

- WA Local Government Association Council (WALGA) and Australian Local Government Association (ALGA) conferences.
- Special 'one off' conferences called for or sponsored by WALGA and/or ALGA on important Local Government issues.
- Annual conferences of the major professions in Local Government and other institutions of relevance to Local Government activities.
- Other Local Government-specific training courses, workshops and forums, relating to the outcomes listed above.
- Training relevant to the outcomes listed above offered by accredited organisations.
- Conferences, training, workshops or seminars that address the initiatives and projects identified in the Shire of Three Springs Strategic Community Plan, Corporate Business Plan or other strategic documents.

Council Members are encouraged to identify and share relevant Continuing Professional Development opportunities with Council and the CEO. The CEO will also identify and inform Council Members of relevant opportunities.

5.1 Application and Approval

Request for approval

Council Members who wish to attend training or professional development may make application by providing the following details to the CEO in writing:

- a) Course or event title, provider or organiser name, location and date;
- b) Copy of, or link to program, course outline or other summary of content;
- c) An outline of the anticipated benefits of attendance, with reference to the eligibility criteria in this policy; and
- d) Total estimated costs including accommodation, travel and sundry expenses.

Applications, including all required details, are to be submitted in reasonable time for registration. Where possible, the Shire of Three Springs will seek to take advantage of reduced prices for early registration.

Approval

Approval for Council Member attendance may be granted by:

- (a) the Chief Executive Officer where the:
 - (i) application complies with this policy;
 - (ii) event is to be held within Australia; and
 - (iii) the Council Member has sufficient funds available in their professional development allocation to meet all costs of attendance.
- (b) resolution of Council where the:
 - (i) application has been refused by the Chief Executive Officer;
 - (ii) application does not comply with this policy;
 - (iii) estimated costs of attendance exceed the available balance of the Council Member's annual professional development allocation; or
 - (iv) event is to be held outside of Australia or New Zealand.

Limitations

Training and continuing professional development is for the purpose of enhancing a Council Member's performance of their role. Therefore, in some instances, approval may not be granted where attendance conflicts with scheduled Council or Committee meetings (i.e. a meeting where important strategic decisions are required or where the meeting may lack a quorum), unless Council has otherwise resolved.

Where attendance at a particular training or professional development event would require an extended absence, no more than two Council Members may attend, unless Council has otherwise resolved.

Approval will not be granted for training or continuing professional development that is scheduled to occur in the last six months of a Council Member's term of office.

5.2 Sharing of knowledge

In order to realise the maximum benefit for the Shire of Three Springs Council Members will provide a report on their attendance, key features and benefits of the training or professional development within one month after completion. Council Members may include ideas and innovations identified through the professional development for discussion at future Council Member workshops, where the matter relates to the Shire of Three Springs strategic objectives.

Knowledge sharing may be provided as a presentation or verbal update to an informal Council workshop, or a written report provided to the Chief Executive Officer and circulated to all Council Members. Where relevant, copies of resources obtained at the event may also be provided to the Chief Executive Officer for circulation to all Council Members.

Registration, travel and expenses

The Shire of Three Springs will be responsible for the costs associated with training or professional development approved in accordance with this policy, as detailed in this section.

Event Registration and Bookings

Travel, registration fees and accommodation are to be arranged directly by the Shire of Three Springs administration.

Council Members are not to pay such costs and seek reimbursement, except in the case of an emergency or unique circumstances and subject to the Chief Executive Officer's prior approval.

Travel

Where travel is involved, the actual costs of travel to and from the event venue are to be met by the Shire of Three Springs in accordance with the current WA Salaries and Allowances Tribunal Determination for Local Government CEOs and Elected Members (the Determination).

Travel arrangements are to be by the most cost effective and reasonably convenient mode.

Air travel is to be by Economy Class at a time that is convenient to the Council Member. As far as is practicable, tickets will be purchased well in advance, and take advantage of available discount fares.

A Council Member may seek approval to travel within Western Australia by private motor vehicle and be reimbursed for vehicle costs in accordance with the Determination. Approval may only be granted where the cost is approximately equivalent to the most cost effective mode of travel.

A Council Member may choose to upgrade the mode of travel, however additional costs incurred are to be paid to the Shire of Three Springs by the Council Member before the Shire of Three Springs confirms the booking/s.

Registration

Registration fees may include, where applicable, event registration, conference program dinners, technical tours and accompanying workshops identified within the event program.

Accommodation

Reasonable accommodation will be booked for the Council Member for a room at or in close proximity to the event venue and within the expenditure limitations prescribed in the Determination.

If it is not reasonable to expect travel to occur on the day of the event, the booking may allow for arrival the day prior to commencement, and departure the day following the close of the event.

A Council Member may choose to upgrade their accommodation standard or extend their visit for personal reasons, however additional costs are to be paid to the Shire of Three Springs by the Council Member (including any additional associated or travel costs) prior to the Shire of Three Springs confirming the booking.

Loyalty Program and Reward Points

Council Members are not to obtain personal benefit from expenditure of Shire of Three Springs funds and must not claim personal frequent flyer or accommodation loyalty points for air travel or accommodation paid for by the Shire of Three Springs.

Meals and Incidental Expenses

Funding for meals and incidental expenses is to be provided in accordance with the Determination.

Meal expenses are to be interpreted as reasonable expenses incurred for the purchase of breakfast, lunch and dinner where these meals are not provided at the event or in travel. When meals are included and have been paid for as part of the registration fee or accommodation costs, claims for alternative meals at venues other than the event will not be paid by the Shire of Three Springs.

Incidental taxi, economy ride share or public transport modes of transport (i.e. to / from airport, event venue) may be claimed for reimbursement on submission of receipts.

In lieu of reimbursement, Council Members may request a cash advance prior to departure. This is conditional upon the Council Member providing a written acquittal and supporting receipts to the CEO within 7 days of return from travel. If a Council Member fails to provide a reasonable and satisfactory acquittal inclusive of unspent funds, the value of the un-acquitted funds will be incurred as a debt invoiced to the Council Member.

Travel Insurance – Intrastate, Interstate and International

Subject to policy wording and conditions, Council Members are covered by the Shire of Three Springs's corporate travel protection for the duration of their travel relevant to attendance at the approved event, including any incidental private travel taken either side or during the event.

Council Members should review the conditions of the Shire of Three Springs corporate travel protection policy and member certificate to determine whether it is adequate for their personal needs and circumstances, and so that the Shire of Three Springs and/or the Council Member can make any necessary alternative arrangements.

Accompanying persons/entertainment costs

Council Members are responsible and will be required to pay all costs associated with an accompanying person attending an event (including conference dinners and functions).

The Shire of Three Springs may coordinate accompanying person bookings and registrations for travel, accommodation and the event / function, with costs incurred to be paid to Shire of Three Springs by the Council Member prior to the Shire of Three Springs confirming the booking/s.

Booking Change / Modification Costs

Costs incurred for changing or modifying a booking for travel or accommodation, where the change or modification is:

- a. At the request of the Council Member, are to be paid by the Council Member; or
- b. A requirement or for the convenience of the Shire of Three Springs, are to be paid by the Shire of Three Springs.

Cancellations

Costs incurred for cancellation of registration, travel or accommodation, where the cancellation is:

- a. At the request of the Council Member, are to be attributed to the Council Member's individual allocation; or
- b. A requirement or for the convenience of the Shire of Three Springs, are to be paid by the Shire of Three Springs.

Report on training

The Shire of Three Springs is required to produce a report detailing the training completed by Council Members during each financial year, in accordance with s.5.127 of the Act.

The report will include the following details of both mandatory training and continuing professional development completed by Council Members:

- Name of Council Member;
- Date of election;
- Whether the Council Member is required to complete Mandatory Training, and if applicable, the due date for completion and date of completion;
- Title of each training course or module completed or event/conference attended;
- The date attended or completed;
- The training provider or event/conference organiser;
- The cost of attendance; and
- Location of the training or event.

The report will be provided to Council Members for their information, before being published on the Shire of Three Springs website within one month of the end of the financial year.

Council Member Commitment

Council Members are committed to:

- a. Take a positive approach to identifying opportunities for improvement and professional development.
- b. Prepare for, participate in and complete professional development and training approved/booked under this policy.
- c. Apply the benefits of professional development to fulfilling their Council Member role, including by sharing their knowledge with other Council Members.
- d. Make reasonable efforts to confirm their availability, or otherwise, to the CEO before booking deadlines.
- e. When requested, advise the CEO of alternative dates / times that they would be available to facilitate their participation in training.
- f. Advise the CEO, at the earliest opportunity, if they are unable to attend planned / booked training. Where training costs are unable to be refunded, applicable costs will be debited to the individual Council Member's allocation.

Policy Review

In accordance with s.5.128 of the Act, this policy will be provided for Council's review following each ordinary election. The Shire of Three Springs will ensure the policy review occurs within the first 12-months following each ordinary election.

2.10 Deputy CEO Communicating with Shire President

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The objective of this policy is for the Deputy CEO to have the ability to communicate with the Shire President for Compliance and HR issues relating to the Chief Executive Officer.

POLICY

The Deputy CEO communicating with the Shire President Policy is applicable to all employees. The complaint should be directed, in the first instance to the Deputy CEO who will assess whether it will need to go to the Shire President for further consideration.

Policy Statement: This policy will allow for the Deputy CEO to have access to the Shire President as required for HR issues regarding the Chief Executive Officer.

When employees lodge a complaint about the Chief Executive Officer, the first step will be to interview the complainant to obtain full details of the complaint. The Deputy CEO will discuss the complaint with the Shire President.

The intent of this policy is to:

- Provide employees with a complaint resolution process if they have concerns about the Chief Executive Officer that is flexible and aims to resolve complaints in the best interest of all parties involved in the areas of equal opportunity.
- Encourage all employees to raise issues that are of concern as soon as possible
- Provide structured, multiple levels of resolution that aim to resolve complaints, enabling the ability to advance to more formal resolution processes.
- Ensure that complaints made by employees will be dealt with ethically, in a sensitive, impartial, timely and confidential manner which ensures all parties involved in the complaint. Ensure that no employee is penalised or disadvantaged as a result of raising a complaint

2.11 Council Member Allowances, Expenses and Entitlements

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Local Government Act 1995 s5.98A, 5.98(1)(b), 5.98(5),5.98A, 5.99A, Local Government (Administration) Regulations 1996 Reg. 33A, 33(1)(b), 33(3), 33(5), 34A, 34(1)(b). 34(2)(b). 33(5).		

PURPOSE

To outline the support that will be provided to Council members through the payment of allowances, reimbursement of expenses incurred, insurance cover and supplies provided in accordance with the Local Government Act 1995 while performing the official duties of office.

POLICY

This policy details the requirements to follow for Council members Allowances Expenses and Supplies.

Policy Statement:

Attendance at Local Government Week

Any Council members, the CEO, and their partners, may attend the annual WALGA Conference and annual Local Government Week fixture. Cost of registration, accommodation and meals is to be met by Council, provided such expenditure is under the terms and conditions of the Local Government Act. Transportation and incidental expenses are to be the responsibility of individual Council members. Should a Council member withdraw their registration past the last cancellation date any costs incurred by Council that cannot be recouped from the event organizers shall be reimbursed to Council by that Council member.

1. Allowances

1.1 Presidents Allowance

The President shall be entitled to an annual Local Government allowance equal to the maximum amount permitted to be paid to the President as determined by the Salaries and Allowances Tribunal.

1.2 Deputy President Allowance

The President shall be entitled to an annual Local Government allowance equivalent to 25% of the President Allowance.

1.3 Meeting Attendance Allowance

The President and Council members shall be entitled to an annual meeting attendance allowance equal to the maximum amount permitted to be paid as determined by the Salaries and Allowances Tribunal.

1.4 Telecommunications Allowance

Council members shall be entitled to an annual telecommunications allowance equal to 60% of the maximum amount permitted to be paid as determined by the Salaries and Allowances Tribunal to cover all information and communications technology costs that are a kind of expense for which Council members may be reimbursed as prescribed by Regulations 31(1)(a) and 32(1) of the *Local Government (Administration) Regulations 1996*.

Note: All allowances referred to in this Policy will be paid in arrears with Council members able to elect to receive payment monthly, quarterly, biannually or annually.

1.5 Computer

The Shire shall make available to all Council members, for use in their private residence during their term of office, a suitably equipped computer for the conduct of Council related business includes Agendas and Minutes.

1.6 Maintenance of Equipment

Where necessary the Shire shall provide and make provision for the ongoing maintenance of Computers referred to in this policy with all maintenance costs being met by the Shire:

- In the event of a malfunction of the equipment the Council member is to contact, during business hours, a Shire employee or designated service provider, who will coordinate the attendance of maintenance personnel
- Under no circumstances should Council members undertake repairs or maintenance to Shire equipment without the express permission of the Chief Executive Officer.

1.7 Reimbursable and Travelling Expenses

Local Government Act 1995 s.5.98(2), (3) and (4) and Local Government (Administration) Regulations 1996 Regs 31 and 32

[Local Government Act 1995 s.5.98(2) and (3) and Local Government (Administration) Regulations 1996 Reg.31(4) and 32]

Any Council members who actually incur travelling expenses by providing transport to attend a meeting of Council shall be entitled to expenses paid at the ruling rate per kilometre as set by Salaries and Allowances Tribunal for travel from the normal place of residence to the place of meeting only.

Any Council members officially representing Council at a meeting, conference or in other official capacity, where travel, travel and accommodation, or other expenses specially approved by Council, are actually incurred, shall be entitled to have those expenses refunded:

- In the case of travel by motor vehicle it is to be paid at the ruling rate per kilometre as set by Salaries and Allowances Tribunal.
- In the case of other types of travel, the actual cost of the travel will be reimbursed.
- In the case of accommodation, the actual cost of accommodation at an approved hotel or motel will be reimbursed.
- Other expenses as specifically approved may be reimbursed.
- Council members shall be entitled to reimbursement of travelling expenses incurred while using their own private motor vehicle in the performance of the official duties of their office.

Claims must be related to travel to a destination from their normal place of residence or work and return in respect to the following:

- Council Meetings, Civic functions, Citizenship Ceremonies or briefings called by either Council, the President or the Chief Executive Officer.
- Committees to which the Council member is appointed a delegate or deputy by Council.
- Meetings, training and functions scheduled by the Chief Executive Officer or Directors.
- Conferences, community organisations, industry groups and Local Government associations to which the Council member has been appointed by Council as its delegate or a deputy to the delegate.

- Functions and presentations attended in the role as a Council member or whilst deputising for the President, that are supported by a copy of the relevant invitation or request for attendance.
- Gatherings or events (i.e. funerals, local business or community events), approved by the Chief Executive Officer for attendance by the President or the President's nominated deputy as a representative of the Shire.
- Any other occasion in the performance of an act under the express authority of Council.
- Site inspections in connection with matters listed on any Council Agenda paper (Council members to state the Item Number listed on any Council Agenda paper along with the date and time of the visit on the claim form).
- In response to a request to meet with a ratepayer/elector but excluding the day of Council Elections. (Council members to state the time and purpose of the visit and the name and address of the ratepayer/elector on the claim form).

All claims for reimbursement should be lodged with the Chief Executive Officer, on the appropriate claim form by no later than 30 days from the end of the month to which the claim relates. In submitting claims for reimbursement, Council members shall detail the:

- Date of the claim
- Particulars of travel
- Nature of business
- Distance travelled
- Vehicle displacement and the total kilometres travelled.

Council members are required to certify the accuracy of the information they provide with their claim forms and all claims must be accompanied by supporting documentation such as invitations or approvals. The rate of reimbursement being as prescribed from time to time by the Salaries and Allowances Tribunal.

Note: Council members should note that any diary used by a Council member to record the scheduling or occurrence of activities related to the fulfilment of the office of Council members are subject to the *State Records Act 2000* and the *Freedom of Information Act 1992*.

2. Other

2.1 Name badges:

- Formal (gold tone) Council member's name badge
- The Shire will, within reason, replace on request any name badge which is lost or irreparably damaged.

2.2 Insurance

The Shire will insure or provide insurance cover for Council members for:

- Personal accident whilst engaged in the performance of the official duties of their office, however, the cover does not include medical expenses. Spouses/partners of Council members are entitled to the same level of cover when attending meetings, conferences or functions with the express approval of the Chief Executive Officer.
- Professional indemnity for matters arising out of the performance of the official duties of their office provided the performance or exercise of the official duty is in the opinion of Council, not illegal, dishonest, against the interests of the Shire or otherwise in bad faith.
- Public liability for matters arising out of the performance of the official duties of their office but subject to any limitations set out in the policy of insurance.

- Motor vehicle at the time owned or driven by the Council members or driven by another person on behalf of the Council member whilst the Council member is proceeding as a member to and from:
 - I. Council Meetings, Civic functions, Citizenship Ceremonies or briefings called by Council, the President or the Chief Executive Officer.
 - II. Committees to which the Council member is appointed by Council or in the role as a deputy in the event the member is not available to attend.
- Meetings and functions scheduled by the Chief Executive Officer:
 - Conferences, community organisations, industry groups and Local Government associations to which the Council members has been appointed by Council as its delegate.
 - Functions and presentations as a representative of the President.
 - Any other occasion while performing the functions of a Council members or as a result of an act under the express authority of Council.

3. Salary Sacrifice

Council members may salary sacrifice the Council member remuneration to any approved Superannuation Scheme nominated by the Council member.

2.12 Voluntary Emergency Services Leave

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The Shire of Three Springs recognises that employees, are entitled to be absent from work for the purpose of voluntary emergency management activities. The following policy provides guidelines to facilitate access to such leave in the form of paid Voluntary Emergency Services Leave.

This applies to all employees of the Shire to the exclusion of casuals unless otherwise stated.

POLICY

It is recognised that the participation of employees in volunteer emergency organisations is a positive and often vital role, particularly in smaller remote communities such as those in the Three Springs Shire.

Employees seeking leave to participate in a volunteer emergency service organisation under this Policy must provide certification that they have become members of a recognised volunteer service organisation.

1. Objective

To recognise that members of recognised emergency service organisations employed by the Three Springs Shire Council can access a reasonable amount of additional leave for that purpose.

2. Procedure

- Paid leave of up to 38 hours per calendar year will be granted to employees who are members of an approved volunteer emergency service organisation (such as St John Ambulance or Bush Fire Brigade) for the purpose of participating in training or service, at the discretion of the employee's Supervisor. This leave will be in addition to annual leave entitlements.
- Service or training in excess of 38 hours per calendar year is subject to the approval of the Chief Executive Officer and is conditional upon the likely disruption to the employee's work.
- Paid leave granted under this Policy will be treated as continuous service for the purposes of calculating annual leave, long service leave, sick leave or any other entitlements. Unpaid Leave will be treated as leave without pay.
- Employees requiring Emergency Service Leave are to provide reasonable notification to the Shire of Three Springs, and have the leave approved by their Manager.
- Employees granted paid leave under this Policy shall be paid for time absent from duty up to the total of ordinary time usually worked in that day or period during the emergency, but not including time in excess of ordinary working hours, weekends or public holidays.

3. Responsibility

Supervisors are required to approve Emergency Service Leave and ensure that appropriate documentation is supplied by the employee.

4. Applying for Voluntary Emergency Services Leave

Employees may apply for Voluntary Emergency Services Leave by completing the leave application, as soon as practicable and with sufficient evidence for taking the leave.

Approval of paid Voluntary Emergency Services Leave will be at the discretion of the Chief Executive Officer.

2.13 Equal Employment Opportunity - Commitment

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Equal Opportunity Act 1984, Fair Work Act 2009, WA Equal Opportunity Act 1984, Racial Discrimination Act (Cth) 1976, Sex Discrimination Act (Cth) 1984, Human Rights and Equal Opportunity Commission Act (Cth) 1987, Disability Discrimination Act (Cth) 1992.		

PURPOSE

The Shire of Three Springs (Council) aims to provide an environment of fairness and equity in its workplace. Council believes that equal opportunity creates a more harmonious and productive workplace, which not only benefits Council, but also, the wider community.

Council considers it the right of every employee to carry out their job in an environment which promotes job satisfaction, maximizes performance and provides economic security. Such an environment is dependent of it being free from all forms of harassment, discrimination and victimisation.

POLICY

1. Definitions

Discrimination is treating someone unfairly due to their race, sex, marital status, pregnancy, impairment, religious or political conviction, age, family responsibility or family status. These grounds may change as legislation is amended.

Harassment is defined as any unwelcome, offensive comment or action relating to the grounds of discrimination. It is behaviour towards another employee that is offending, humiliating or intimidating. It shall not be condoned and if necessary, disciplinary action shall be taken.

Any individual who experiences harassment should immediately make it clear to the person(s) concerned that such behaviour is unwelcome. However, if the individual has difficulty in doing this, then assistance should be sought from others to meet with the person(s) concerned.

Council will exercise the conditions and requirements of its Equal Opportunity Diversity Plan.

2.14 Sexual Harassment

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Equal Opportunity Act 1984, Fair Work Act 2009, WA Equal Opportunity Act 1984, Racial Discrimination Act (Cth) 1976, Sex Discrimination Act (Cth) 1984, Human Rights and Equal Opportunity Commission Act (Cth) 1987, Disability Discrimination Act (Cth) 1992.		

PURPOSE

Council considers it the right of every employee to carry out their job in an environment which promotes job satisfaction, maximizes performance and provides economic security. Such an environment is dependent of it being free from all forms of harassment, discrimination and victimisation.

POLICY

Council strongly supports the concept that every employee, Council member and member of the public employed by or engaged in business with the Council, has a right to do so in an environment which is free from sexual harassment and the Council is committed to providing such an environment.

Council considers sexual harassment to be an unacceptable form of behaviour which will not be tolerated and recognizes that sexual harassment is unlawful.

Sexual harassment is any conduct of a sexual and/or sexist nature (whether physical, verbal or non-verbal) which is unwelcome and unsolicited and rejection of which may disadvantage a person in their employment or their life in general.

The following examples may constitute sexual harassment when they are considered offensive to an employee, Council member or member of the general public:

- Deliberate and unnecessary physical contact such as patting, pinching, fondling, kissing, brushing against, touching,
- Subtle or explicit demands for sexual activities or molestation,
- Intrusive enquiries into a person's private life,
- Uninvited and unwelcome jokes that have a sexual and/or sexist undertone,
- Unsolicited leers and gestures of a sexual nature and the display within the workplace of sexually offensive material.

Council recognizes that sexual harassment can undermine health, performance and self-esteem of individuals and has the potential to create a hostile and intimidating environment.

Council is therefore committed to any action which ensures the absence of sexual harassment in the workplace including general training of the workforce and specific training for employees identified to deal with complaints. Appropriate disciplinary action will be taken against any individual found to be engaging in such conduct.

Any complaints of sexual harassment made against another person associated with the Council will be viewed seriously, treated confidentially and thoroughly investigated by appropriately trained persons.

Any person making a claim of sexual harassment will be protected at all times. No transferring of employees or face to face meetings between the complainant and the person whose behaviour has been found to be unwelcome will occur without the prior consent of both parties.

An employee whose health or work performance has been affected by sexual harassment will not have their employment status or conditions disadvantaged in any way.

The Chief Executive Officer is the nominated Grievance Officer.

2.15 Employees – Medical and Police Certificates

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

Council considers it important that all new employees are able to satisfy the CEO about their fitness for work, especially in relation to a satisfactory medical certificate and police clearance.

POLICY

All applicants for any Shire position are to be advised that appointment will be subject to the appointee obtaining a satisfactory Medical Assessment at Council's cost, with the Medical Examiner being advised of the duties and activities for the position and the requirement for a current National Police Clearance.

The Shire will reimburse the cost of obtaining a National Police Clearance.

2.16 Employees- Superannuation

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To establish the employer superannuation contributions available to employees of the Shire.

POLICY

The Shire's contribution to employee's superannuation shall be at the rate determined by Superannuation Guarantee % of salary (or as legislation decrees) plus up to 3% additional if employee contributes 5% or as negotiated in the contract of employment.

2.17 Occupational Health and Safety

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Health and Safety Act and Regulation		

PURPOSE

To affirm Council's commitment to the highest standards of occupational, health and safety.

This applies to all Council members and employees of the Shire.

POLICY

Council members and employees are committed to complying with the requirements of State, and National Occupational Safety and Health Legislation and to providing a safe and healthy work environment, so far as practicable, for all Council members, employees, contractors and visitors. To achieve this, the Council will provide the time and resources required to minimise risks.

Safety is considered a shared responsibility with the success of the safety program objectives of this Policy, management is committed to regular consultation with employees to ensure that this Policy operates effectively and that safety and health.

2. Smoking Policy

Smoking is prohibited in all Shire Buildings and vehicles.

This Policy will apply to all Council members, employees and members of the public utilizing Council buildings or vehicles.

3. Fitness for Work

Introduction

The Shire of Three Springs has a responsibility to maintain a safe and healthy workplace. The Shire will take all reasonable steps to ensure that no-one is exposed to unnecessary risk arising from impaired work performance as a result of any of the following:

- Alcohol and other drug use,
- Emotional stress/overload,
- Fatigue/illness,
- Psychological impairment.

When a manager or supervisor has reason to suspect that an individual's work performance is impaired by substance related problems the manager is required to address the issue with the employee concerned. The employee will be entitled to natural justice and procedural fairness including:

- The right to explain or defend their position,

- The right to be accompanied by a friend or advocate,
 - The opportunity to address any issues identified.
- Employees experiencing problems with alcohol or other drugs, are encouraged to:
- Discuss this with their manager; and/or
 - Seek counselling or treatment.

The Shire of Three Springs is committed to a zero tolerance of alcohol and drugs in the workplace and will conduct random drug and alcohol screening to ensure compliance.

Employees displaying impaired work performance as a result of issues other than alcohol and or illicit drug use will be counselled on performance and, if appropriate, be offered alternate duties and requested to seek medical advice.

This Policy applies to all Shire of Three Springs premises and work sites, including mobile plant and vehicles and applies to all employees including office and managerial employees.

4. Employee Responsibilities

Employees have a responsibility to ensure that when they attend work, they are fit to undertake that work without impairment. This includes ensuring:

- That they are not affected by alcohol or illicit drugs,
- That they are not impaired by prescription or over the counter medication,
- They are not affected by fatigue as a result of illness or lifestyle issues,
- They are not impaired by emotional or personal problems.

If an employee has a problem that will result in impairment, they have a duty to ensure that they do not put themselves or others at risk and take appropriate steps to ensure that the problem is addressed.

Employees should seek advice or alternative treatment options if medication affects their capacity to perform their duties. If no alternative is available, it may be necessary to get an appropriate medical certificate and take sick leave.

Employees also have a responsibility to take appropriate action if they become aware that someone else in the workplace is affected by some impairment.

5. Employer Responsibilities

The Shire of Three Springs, through its Council members, CEO, senior employees and supervisors has a responsibility to ensure it maintains a safe and healthy workplace. The Shire has a responsibility to address any impairment by its employees that may put that employee or any other person at risk.

The Shire also has a responsibility to ensure that any employee found or suspected of being impaired in their capacity to perform their duties is afforded natural justice and procedural fairness.

6. Procedures

Alcohol or drug issues

If a manager or supervisor has reasonable grounds to believe that alcohol or drugs (including prescription or over the counter medications) affect an employee, either through observation or the results of a random test, the employee will be sent home immediately and may not return to work that day.

The next working day the manager or supervisor will:

- Meet with the employee (the employee may bring a friend or advocate to the meeting),

- Discuss the situation and give the employee the opportunity to state their case,
- Consider solutions including access to counselling if appropriate,
- Initiate disciplinary action with the CEO,
- Disciplinary action may include:
 - A formal written warning for a first offence
 - Dismissal for a second offence

Other issues affecting fitness for work

A manager or supervisor may identify that an employee's performance is impaired in some way by:

- Disclosure by an employee or family member,
- Report from other employees,
- Observation of performance, or an increase in errors or mistakes.

Where the supervisor or manager has reason to believe that an employee's capacity to perform their duties the supervisor or manager will:

- Meet with the employee in private (the employee may bring a friend or advocate to the meeting),
- Discuss the issue and identify causes,
- Work with the employee to identify possible solutions,
- Provide reasonable access to any available paid or unpaid leave,
- Consider alternative duties if appropriate
- Provide access to counselling.

Instant Dismissal

The following actions will result in dismissal without notice:

- Cultivating, selling or supplying drugs at work or during working hours or from a Shire residence or property,
- Unauthorized consumption of illicit drugs or alcohol at work or during working hours including meal breaks,
- Committing a second breach of the drug and alcohol provisions of this Policy,
- Refusing a random drug or alcohol test.

Performance Issues

These procedures are not intended to address general decline in performance unless there is some external factor affecting fitness for work. General performance issues will be dealt with through normal supervision, performance management and performance review processes.

7. Prescription Glasses

Safety Prescription Glasses

Reimbursement for shatterproof/scratch resistant lens is available for employees who require eye protection in the workplace and are also required to wear prescription glasses. A maximum of one claim per year up to a maximum of \$250 will be allowed. The Shire will replace safety prescription glasses damaged as a direct result of carrying out Shire business.

2.18 Council Members and Chief Executive Officer -Attendance at Events

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
s5.9A Local Government Act 1995		

PURPOSE

The Shire of Three Springs is required under the Local Government Act 1995 to approve and report on attendance at events for Council members and the Chief Executive Officer.

This policy addresses attendance at any events, including concerts, conferences, functions or sporting events, whether free of charge, part of a sponsorship agreement, or paid by the local government.

The purpose of the policy is to provide transparency about the attendance at events of Council members and the Chief Executive Officer (CEO) and provides guidance to Elected Members when an invitation to an event or function, or other hospitality occasion, ticketed or otherwise, is offered free of charge.

Attendance at an event in accordance with this policy will exclude the gift holder from the requirement to disclose an interest if the ticket is above \$300 and the donor has a matter before Council.

Any gift received that is less than \$300 (either one gift or cumulative over 12 months from the same donor) also does not need to be disclosed as an interest. Receipt of the gift will still be required to be disclosed under the gift register provisions

This applies to all Council members and the CEO of the Shire.

POLICY

This policy applies to Council members and the Chief Executive Officer of the Shire of Three Springs in their capacity as a Council member or the CEO of the Shire. Council members and the Chief Executive Officer occasionally receive tickets or invitations to attend events to represent the Shire to fulfil their leadership roles in the community.

The event may be a paid event, or a ticket/invitation may be gifted in kind, or indeed it may be to a free open invitation event for the community in general.

1. Provision of tickets to events

- All invitations or offers of tickets for an Elected Member, CEO to attend an event should be in writing and addressed to the CEO.
- Any invitation or offer of tickets not addressed to the CEO is not captured by this policy and must be disclosed in accordance with the gift and interest provisions in the Act.
- The Shire approves attendance at the following events by Council members, the Chief Executive Officer:

- Advocacy lobbying or Ministerial briefings (Elected Members, the Chief Executive Officer and Executive Management only)
- Meetings of clubs or organisations within the Shire of Three Springs,
- Any free event held within the Shire of Three Springs,
- Australian or Western Australian Local Government events,
- Events hosted by Clubs or Not for Profit Organisations within the Shire of Three Springs to which the Shire President, Council members, Chief Executive Officer has been officially invited,
- Shire hosted ceremonies and functions,
- Shire hosted events with employees,
- Shire run tournaments or events,
- Shire sponsored functions or events,
- Community art exhibitions,
- Cultural events/festivals,
- Events run by a Local, State or Federal Government,
- Events run by the local schools,
- Major professional bodies associated with local government at a local, state and federal level,
- Opening or launch of an event or facility within the Shire,
- Recognition of Service events,
- RSL events; and
- Where Shire President, Council member or Chief Executive Officer representation has been formally requested.

2. Approval of attendance

In deciding on attendance at a non-pre-approved event, the council will consider:

- who is providing the invitation or ticket to the event,
- the location of the event in relation to the local government (within the district or out of the district),
- the role of the Elected Member or CEO when attending the event (participant, observer, presenter) and the value of their contribution,
- whether the event is sponsored by the local government,
- the benefit of local government representation at the event,
- the number of invitations / tickets received, and
- the cost to attend the event, including the cost of the ticket (or estimated value of the event per invitation) and any other expenses such as travel and accommodation

Decisions to attend non pre-approved events in accordance with this policy will be made by simple majority of Council.

3. Payment in respect of attendance

- Where an invitation or ticket to an event is provided free of charge, the local government may contribute to appropriate expenses for attendance, such as travel and accommodation, for events outside the district if the council determines attendance to be of public value.
- For any events where a member of the public is required to pay, unless previously approved and listed in this Policy, the Council will determine whether it is in the best interests of the local government for a Council member or CEO to attend on behalf of the Council.
- If the Council determines that an Elected Member or CEO should attend a paid event, the local government will pay the cost of attendance and reasonable expenses, such as travel and accommodation.

- Where partners of an authorised local government representative attend an approved event, any tickets for that person will be paid by the Shire.

2.19 Code of Conduct - Council Members, Committee Members and Candidates

Adoption		
Date	Meeting	Council Decision
24 March 2021	OCM	014/2021
Review		
Date	Meeting	Council Decision
	OCM	
No.	Title: Code of Conduct for Council Members, Committee Members and Candidates	
Legislative Reference		
The Local Government (Model Code of Conduct) Regulations 2021		

PURPOSE

Code of Conduct for Council Members, Committee Members and Candidates

POLICY

Division 1 - Preliminary provisions

Citation

This is the *Shire of Three Springs Code of Conduct for Council Members, Committee Members and Candidates*.

Terms used

- (1) In this code -

Act means the *Local Government Act 1995*;

candidate means a candidate for election as a council member; **complaint** means a complaint made under clause 11(1); **publish** includes to publish on a social media platform.

- (2) Other terms used in this code that are also used in the Act have the same meaning as they have in the Act, unless the contrary intention appears.

Division 2- General principles

2. Overview of Division

This Division sets out general principles to guide the behaviour of council members, committee members and candidates.

3. Personal integrity

- (1) A council member, committee member or candidate should -
- act with reasonable care and diligence; and
 - act with honesty and integrity; and
 - act lawfully; and
 - identify and appropriately manage any conflict of interest; and

- (e) avoid damage to the reputation of the local government.
- (2) A council member or committee member should -
 - (a) act in accordance with the trust placed in council members and committee members; and
 - (b) participate in decision-making in an honest, fair, impartial and timely manner; and
 - (c) actively seek out and engage in training and development opportunities to improve the performance of their role; and
 - (d) attend and participate in briefings, workshops and training sessions provided or arranged by the local government in relation to the performance of their role.

4. Relationship with others

- (1) A council member, committee member or candidate should -
 - (a) treat others with respect, courtesy and fairness; and
 - (b) respect and value diversity in the community.
- (2) A council member or committee member should maintain and contribute to a harmonious, safe and productive work environment.

5. Accountability

A council member or committee member should -

- (a) base decisions on relevant and factually correct information; and
- (b) make decisions on merit, in the public interest and in accordance with statutory obligations and principles of good governance and procedural fairness; and
- (c) read all agenda papers given to them in relation to council or committee meetings; and
- (d) be open and accountable to, and represent, the community in the district.

Division 3 - Behaviour

6. Overview of Division

This Division sets out -

- (a) requirements relating to the behaviour of council members, committee members and candidates; and
- (b) the mechanism for dealing with alleged breaches of those requirements.

7. Personal integrity

- (1) A council member, committee member or candidate -
 - (a) must ensure that their use of social media and other forms of communication complies with this code; and
 - (b) must only publish material that is factually correct.
- (2) A council member or committee member -
 - (a) must not be impaired by alcohol or drugs in the performance of their official duties; and
 - (b) must comply with all policies, procedures and resolutions of the local government.

8. Relationship with others

A council member, committee member or candidate -

- (a) must not bully or harass another person in any way; and
- (b) must deal with the media in a positive and appropriate manner and in accordance with any relevant policy of the local government; and
- (c) must not use offensive or derogatory language when referring to another person; and
- (d) must not disparage the character of another council member, committee member or candidate or a local government employee in connection with the performance of their official duties; and
- (e) must not impute dishonest or unethical motives to another council member, committee member or candidate or a local government employee in connection with the performance of their official duties.

9. Council or committee meetings

When attending a council or committee meeting, a council member, committee member or candidate -

- (a) must not act in an abusive or threatening manner towards another person; and
- (b) must not make a statement that the member or candidate knows, or could reasonably be expected to know, is false or misleading; and
- (c) must not repeatedly disrupt the meeting; and
- (d) must comply with any requirements of a local law of the local government relating to the procedures and conduct of council or committee meetings; and
- (e) must comply with any direction given by the person presiding at the meeting; and
- (f) must immediately cease to engage in any conduct that has been ruled out of order by the person presiding at the meeting.

10. Complaint about alleged breach

- (1) A person may make a complaint, in accordance with subclause (2), alleging a breach of a requirement set out in this Division.
- (2) A complaint must be made -
 - (a) in writing in the form approved by the local government; and
 - (b) to a person authorised under subclause (3); and
 - (c) within **1** month after the occurrence of the alleged breach.
- (3) The local government must, in writing, authorise **1** or more persons to receive complaints and withdrawals of complaints.

11. Dealing with a complaint

- (1) After considering a complaint, the local government must, unless it dismisses the complaint under clause 13 or the complaint is withdrawn under clause **14(1)**, make a finding as to whether the alleged breach the subject of the complaint has occurred.
- (2) Before making a finding in relation to the complaint, the local government must give the person to whom the complaint relates a reasonable opportunity to be heard.

- (3) A finding that the alleged breach has occurred must be based on evidence from which it may be concluded that it is more likely that the breach occurred than that it did not occur.
- (4) If the local government makes a finding that the alleged breach has occurred, the local government may-
 - (a) take no further action; or
 - (b) prepare and implement a plan to address the behaviour of the person to whom the complaint relates.
- (5) When preparing a plan under subclause (4)(b), the local government must consult with the person to whom the complaint relates.
- (6) A plan under subclause (4)(b) may include a requirement for the person to whom the complaint relates to do 1 or more of the following -
 - (a) engage in mediation;
 - (b) undertake counselling;
 - (c) undertake training;
 - (d) take other action the local government considers appropriate.
- (7) If the local government makes a finding in relation to the complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of-
 - (a) its finding and the reasons for its finding; and
 - (b) if its finding is that the alleged breach has occurred - its decision under subclause (4).

12. Dismissal of complaint

- (1) The local government must dismiss a complaint if it is satisfied that -
 - (a) the behaviour to which the complaint relates occurred at a council or committee meeting; and
 - (b) either -
 - (i) the behaviour was dealt with by the person presiding at the meeting; or
 - (ii) the person responsible for the behaviour has taken remedial action in accordance with a local law of the local government that deals with meeting procedures.
- (2) If the local government dismisses a complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of its decision and the reasons for its decision.

13. Withdrawal of complaint

- (1) A complainant may withdraw their complaint at any time before the local government makes a finding in relation to the complaint.
- (2) The withdrawal of a complaint must be -
 - (a) in writing; and
 - (b) given to a person authorised under clause 11(3).

14. Other provisions about complaints

- (1) A complaint about an alleged breach by a candidate cannot be dealt with by the local government unless the candidate has been elected as a council member.
- (2) The procedure for dealing with complaints may be determined by the local government to the extent that it is not provided for in this Division.

Division 4 - Rules of conduct

Notes for this Division:

1. Under section 5.105(1) of the Act a council member commits a minor breach if the council member contravenes a rule of conduct. This extends to the contravention of a rule of conduct that occurred when the council member was a candidate.
2. A minor breach is dealt with by a standards panel under section 5.110 of the Act.

15. Overview of Division

- (1) This Division sets out rules of conduct for council members and candidates.
- (2) A reference in this Division to a council member includes a council member when acting as a committee member.

16. Misuse of local government resources

- (1) In this clause -

electoral purpose means the purpose of persuading electors to vote in a particular way at an election, referendum or other poll held under the Act, the *Electoral Act 1907* or the *Commonwealth Electoral Act 1918*;

resources of a local government includes -

- (a) local government property; and
 - (b) services provided, or paid for, by a local government.
- (2) A council member must not, directly or indirectly, use the resources of a local government for an electoral purpose or other purpose unless authorised under the Act, or by the local government or the CEO, to use the resources for that purpose.

17. Securing personal advantage or disadvantaging others

- (1) A council member must not make improper use of their office -
 - (a) to gain, directly or indirectly, an advantage for the council member or any other person; or
 - (b) to cause detriment to the local government or any other person.
- (2) Subclause (1) does not apply to conduct that contravenes section 5.93 of the Act or *The Criminal Code* section 83.

18. Prohibition against involvement in administration

- (1) A council member must not undertake a task that contributes to the administration of the local government unless authorised by the local government or the CEO to undertake that task.
- (2) Subclause (1) does not apply to anything that a council member does as part of the

deliberations at a council or committee meeting.

19. Relationship with local government employees

(1) In this clause -

local government employee means a person -

- (a) employed by a local government under section 5.36(1) of the Act; or
- (b) engaged by a local government under a contract for services.

(2) A council member or candidate must not -

- (a) direct or attempt to direct a local government employee to do or not to do anything in their capacity as a local government employee; or
- (b) attempt to influence, by means of a threat or the promise of a reward, the conduct of a local government employee in their capacity as a local government employee; or
- (c) act in an abusive or threatening manner towards a local government employee.

(3) Subclause (2)(a) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

(4) If a council member or candidate, in their capacity as a council member or candidate, is attending a council or committee meeting or other organised event (for example, a briefing or workshop), the council member or candidate must not orally, in writing or by any other means -

- (a) make a statement that a local government employee is incompetent or dishonest; or
- (b) use an offensive or objectionable expression when referring to a local government employee.

(5) Subclause (4)(a) does not apply to conduct that is unlawful under *The Criminal Code* Chapter XX.XV.

20. Disclosure of information

(1) In this clause -

closed meeting means a council or committee meeting, or a part of a council or committee meeting, that is closed to members of the public under section 5.23(2) of the Act;

confidential document means a document marked by the CEO, or by a person authorised by the CEO, to clearly show that the information in the document is not to be disclosed;

document includes a part of a document;

non-confidential document means a document that is not a confidential document.

(2) A council member must not disclose information that the council member -

- (a) derived from a confidential document; or
- (b) acquired at a closed meeting other than information derived from a non-confidential document.

(3) Subclause (2) does not prevent a council member from disclosing information -

- (a) at a closed meeting; or
- (b) to the extent specified by the council and subject to such other conditions as the council determines; or
- (c) that is already in the public domain; or
- (d) to an officer of the Department; or
- (e) to the Minister; or
- (f) to a legal practitioner for the purpose of obtaining legal advice; or
- (g) if the disclosure is required or permitted by law.

21. Disclosure of interests

- (1) In this clause -

interest-

- (a) means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest; and
 - (b) includes an interest arising from kinship, friendship or membership of an association.
- (2) A council member who has an interest in any matter to be discussed at a council or committee meeting attended by the council member must disclose the nature of the interest-
- (a) in a written notice given to the CEO before the meeting; or
 - (b) at the meeting immediately before the matter is discussed.
- (3) Subclause (2) does not apply to an interest referred to in section 5.60 of the Act.
- (4) Subclause (2) does not apply if a council member fails to disclose an interest because the council member did not know -
- (a) that they had an interest in the matter; or
 - (b) that the matter in which they had an interest would be discussed at the meeting and the council member disclosed the interest as soon as possible after the discussion began.
- (5) If, under subclause (2)(a), a council member discloses an interest in a written notice given to the CEO before a meeting, then -
- (a) before the meeting the CEO must cause the notice to be given to the person who is to preside at the meeting; and
 - (b) at the meeting the person presiding must bring the notice and its contents to the attention of the persons present immediately before any matter to which the disclosure relates is discussed.
- (6) Subclause (7) applies in relation to an interest if -
- (a) under subclause (2)(b) or (4)(b) the interest is disclosed at a meeting; or
 - (b) under subclause (5)(b) notice of the interest is brought to the attention of the persons present at a meeting.
- (7) The nature of the interest must be recorded in the minutes of the meeting.

22. Compliance with plan requirement

If a plan under clause 12(4)(b) in relation to a council member includes a requirement referred to in clause 12(6), the council member must comply with the requirement.

2.20 Chief Executive Officer Recruitment, Performance and Termination Policy

Adoption		
Date	Meeting	Council Decision
28/04/2021	OCM	023/2021
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Section 5.39B of the <i>Local Government Act 1995</i> .		

PURPOSE

This Policy is adopted in accordance with section 5.39B of the *Local Government Act 1995*.

POLICY

1. Citation

These are the *Shire of Three Springs* Standards for CEO Recruitment, Performance and Termination.

2. Terms used

(1) In these standards —

Act means the Local Government Act 1995;

additional performance criteria means performance criteria agreed by the local government and the CEO under clause 16(1)(b);

applicant means a person who submits an application to the local government for the position of CEO;

contract of employment means the written contract, as referred to in section 5.39 of the Act, that governs the employment of the CEO;

contractual performance criteria means the performance criteria specified in the CEO's contract of employment as referred to in section 5.39(3)(b) of the Act;

job description form means the job description form for the position of CEO approved by the local government under clause 5(2);

local government means the *Shire of Three Springs* Standards

selection criteria means the selection criteria for the position of CEO determined by the local government under clause 5(1) and set out in the job description form;

selection panel means the selection panel established by the local government under clause 8 for the employment of a person in the position of CEO.

(2) Other terms used in these standards that are also used in the Act have the same meaning as they have in the Act, unless the contrary intention appears.

Division 2 — Standards for recruitment of CEOs

3. Overview of Division

This Division sets out standards to be observed by the local government in relation to the recruitment of CEOs.

4. Application of Division

(1) Except as provided in subclause (2), this Division applies to any recruitment and selection process carried out by the local government for the employment of a person in the position of CEO.

(2) This Division does not apply —

(a) if it is proposed that the position of CEO be filled by a person in a class prescribed for the purposes of section 5.36(5A) of the Act; or

(b) in relation to a renewal of the CEO's contract of employment, except in the circumstances referred to in clause 13(2).

5. Determination of selection criteria and approval of job description form

(1) The local government must determine the selection criteria for the position of CEO, based on the local government's consideration of the knowledge, experience, qualifications and skills necessary to effectively perform the duties and responsibilities of the position of CEO of the local government.

(2) The local government must, by resolution of an absolute majority of the council, approve a job description form for the position of CEO which sets out —

(a) the duties and responsibilities of the position; and

(b) the selection criteria for the position determined in accordance with subclause (1).

6. Advertising requirements

(1) If the position of CEO is vacant, the local government must ensure it complies with section 5.36(4) of the Act and the *Local Government (Administration) Regulations 1996* regulation 18A.

(2) If clause 13 applies, the local government must advertise the position of CEO in the manner referred to in the *Local Government (Administration) Regulations 1996* regulation 18A as if the position was vacant.

7. Job description form to be made available by local government

If a person requests the local government to provide to the person a copy of the job description form, the local government must —

(a) inform the person of the website address referred to in the *Local Government (Administration) Regulations 1996* regulation 18A(2)(da); or

(b) if the person advises the local government that the person is unable to access that website address —

(i) email a copy of the job description form to an email address provided by the person; or

(ii) mail a copy of the job description form to a postal address provided by the person.

8. Establishment of selection panel for employment of CEO

(1) In this clause —

independent person means a person other than any of the following —

(a) a council member;

(b) an employee of the local government;

(c) a human resources consultant engaged by the local government.

(2) The local government must establish a selection panel to conduct the recruitment and selection process for the employment of a person in the position of CEO.

(3) The selection panel must comprise —

(a) council members (the number of which must be determined by the local government); and

(b) at least 1 independent person.

9. Recommendation by selection panel

(1) Each applicant's knowledge, experience, qualifications and skills must be assessed against the selection criteria by or on behalf of the selection panel.

(2) Following the assessment referred to in subclause (1), the selection panel must provide to the local government —

(a) a summary of the selection panel's assessment of each applicant; and

(b) unless subclause (3) applies, the selection panel's recommendation as to which applicant or applicants are suitable to be employed in the position of CEO.

(3) If the selection panel considers that none of the applicants are suitable to be employed in the position of CEO, the selection panel must recommend to the local government —

(a) that a new recruitment and selection process for the position be carried out in accordance with these standards; and

(b) the changes (if any) that the selection panel considers should be made to the duties and responsibilities of the position or the selection criteria.

(4) The selection panel must act under subclauses (1), (2) and (3) —

(a) in an impartial and transparent manner; and

(b) in accordance with the principles set out in section 5.40 of the Act.

(5) The selection panel must not recommend an applicant to the local government under subclause (2)(b) unless the selection panel has —

- (a) assessed the applicant as having demonstrated that the applicant's knowledge, experience, qualifications and skills meet the selection criteria; and
 - (b) verified any academic, or other tertiary level, qualifications the applicant claims to hold; and
 - (c) whether by contacting referees provided by the applicant or making any other inquiries the selection panel considers appropriate, verified the applicant's character, work history, skills, performance and any other claims made by the applicant.
- (6) The local government must have regard to, but is not bound to accept, a recommendation made by the selection panel under this clause.

10. Application of cl. 5 where new process carried out

- (1) This clause applies if the local government accepts a recommendation by the selection panel under clause 9(3)(a) that a new recruitment and selection process for the position of CEO be carried out in accordance with these standards.
- (2) Unless the local government considers that changes should be made to the duties and responsibilities of the position or the selection criteria —
- (a) clause 5 does not apply to the new recruitment and selection process; and
 - (b) the job description form previously approved by the local government under clause 5(2) is the job description form for the purposes of the new recruitment and selection process.

11. Offer of employment in position of CEO

Before making an applicant an offer of employment in the position of CEO, the local government must, by resolution of an absolute majority of the council, approve —

- (a) the making of the offer of employment to the applicant; and
- (b) the proposed terms of the contract of employment to be entered into by the local government and the applicant.

12. Variations to proposed terms of contract of employment

- (1) This clause applies if an applicant who is made an offer of employment in the position of CEO under clause 11 negotiates with the local government a contract of employment (the negotiated contract) containing terms different to the proposed terms approved by the local government under clause 11(b).
- (2) Before entering into the negotiated contract with the applicant, the local government must, by resolution of an absolute majority of the council, approve the terms of the negotiated contract.

13. Recruitment to be undertaken on expiry of certain CEO contracts

- (1) In this clause —

commencement day means the day on which the *Local Government (Administration) Amendment Regulations 2021* regulation 6 comes into operation.

- (2) This clause applies if —

- (a) upon the expiry of the contract of employment of the person (the incumbent CEO) who holds the position of CEO —

(i) the incumbent CEO will have held the position for a period of 10 or more consecutive years, whether that period commenced before, on or after commencement day; and

(ii) a period of 10 or more consecutive years has elapsed since a recruitment and selection process for the position was carried out, whether that process was carried out before, on or after commencement day;

and

(b) the incumbent CEO has notified the local government that they wish to have their contract of employment renewed upon its expiry.

(3) Before the expiry of the incumbent CEO's contract of employment, the local government must carry out a recruitment and selection process in accordance with these standards to select a person to be employed in the position of CEO after the expiry of the incumbent CEO's contract of employment.

(4) This clause does not prevent the incumbent CEO's contract of employment from being renewed upon its expiry if the incumbent CEO is selected in the recruitment and selection process referred to in subclause (3) to be employed in the position of CEO.

14. Confidentiality of information

The local government must ensure that information provided to, or obtained by, the local government in the course of a recruitment and selection process for the position of CEO is not disclosed, or made use of, except for the purpose of, or in connection with, that recruitment and selection process.

Division 3 — Standards for review of performance of CEOs

15. Overview of Division

This Division sets out standards to be observed by the local government in relation to the review of the performance of CEOs.

16. Performance review process to be agreed between local government and CEO

(1) The local government and the CEO must agree on —

(a) the process by which the CEO's performance will be reviewed; and

(b) any performance criteria to be met by the CEO that are in addition to the contractual performance criteria.

(2) Without limiting subclause (1), the process agreed under subclause (1)(a) must be consistent with clauses 17, 18 and 19.

(3) The matters referred to in subclause (1) must be set out in a written document.

17. Carrying out a performance review

(1) A review of the performance of the CEO by the local government must be carried out in an impartial and transparent manner.

(2) The local government must —

(a) collect evidence regarding the CEO's performance in respect of the contractual performance criteria and any additional performance criteria in a thorough and comprehensive manner; and

(b) review the CEO's performance against the contractual performance criteria and any additional performance criteria, based on that evidence.

18. Endorsement of performance review by local government

Following a review of the performance of the CEO, the local government must, by resolution of an absolute majority of the council, endorse the review.

19. CEO to be notified of results of performance review

After the local government has endorsed a review of the performance of the CEO under clause 18, the local government must inform the CEO in writing of —

(a) the results of the review; and

(b) if the review identifies any issues about the performance of the CEO — how the local government proposes to address and manage those issues.

Division 4 — Standards for termination of employment of CEOs

20. Overview of Division

This Division sets out standards to be observed by the local government in relation to the termination of the employment of CEOs.

21. General principles applying to any termination

(1) The local government must make decisions relating to the termination of the employment of a CEO in an impartial and transparent manner.

(2) The local government must accord a CEO procedural fairness in relation to the process for the termination of the CEO's employment, including —

(a) informing the CEO of the CEO's rights, entitlements and responsibilities in relation to the termination process; and

(b) notifying the CEO of any allegations against the CEO; and

(c) giving the CEO a reasonable opportunity to respond to the allegations; and

(d) genuinely considering any response given by the CEO in response to the allegations.

22. Additional principles applying to termination for performance related reasons

(1) This clause applies if the local government proposes to terminate the employment of a CEO for reasons related to the CEO's performance.

(2) The local government must not terminate the CEO's employment unless the local government has —

(a) in the course of carrying out the review of the CEO's performance referred to in subclause (3) or any other review of the CEO's performance, identified any issues (the performance issues) related to the performance of the CEO; and

(b) informed the CEO of the performance issues; and

(c) given the CEO a reasonable opportunity to address, and implement a plan to remedy, the performance issues; and

(d) determined that the CEO has not remedied the performance issues to the satisfaction of the local government.

(3) The local government must not terminate the CEO's employment unless the local government has, within the preceding 12 month period, reviewed the performance of the CEO under section 5.38(1) of the Act.

23. Decision to terminate

Any decision by the local government to terminate the employment of a CEO must be made by resolution of an absolute majority of the council.

24. Notice of termination of employment

(1) If the local government terminates the employment of a CEO, the local government must give the CEO notice in writing of the termination.

(2) The notice must set out the local government's reasons for terminating the employment of the CEO.

2.21 Appointment of Acting or Temporary Chief Executive Officer

Adoption		
Date	Meeting	Council Decision
24 June 2021	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Local Government Act 1995, 5.39C		

PURPOSE

To establish policy, in accordance with Section 5.39C of the *Local Government Act 1995* ('the Act'), that details the Shire of Three Springs processes for appointing an Acting or Temporary Chief Executive Officer (CEO) for periods of less than 12 months of planned or unplanned leave or an interim vacancy in the substantive office.

POLICY SCOPE

This policy applies to the statutory position of Chief Executive Officer (CEO) of the Shire of Three Springs.

Definitions:

- (1) **Acting CEO** means a person employed or appointed to fulfill the statutory position of CEO during a period where the substantive CEO remains employed, but is on planned or unplanned leave.
- (2) **Temporary CEO** means a person employed or appointed to fulfill the statutory position of CEO for the period of time between the end of the substantive CEO's employment and the appointment and commencement of a newly appointed substantive CEO.

Acting and Temporary CEO Requirements and Qualification

- (1) When the CEO is on planned or unplanned leave, or the CEO's employment with the Local Government has ended, an Acting or Temporary CEO is to be appointed in accordance with this Policy to fulfill the functions of CEO as detailed in Section 5.41 of the *Local Government Act 1995*, and other duties as set out in the Act and associated Regulations.
- (2) Through this policy and in accordance with section 5.36(2)(a) of the Act, the Council determines that employees appointed to the substantive position(s) of CEO are considered suitably qualified to perform the role of Acting or Temporary CEO.
- (3) A person appointed to act in the position of CEO is not included in the determination set out in Clause 3 (2).

Appoint Acting CEO – Planned and unplanned leave for periods up to 6 weeks

- (1) The CEO is authorised to appoint the Deputy CEO in writing as Acting CEO, where the CEO is on planned or unplanned leave for periods not exceeding 6 weeks, subject to the CEO's consideration of the Deputy CEO performance, availability, operational requirements and where appropriate, the equitable access to the professional development opportunity.
- (2) The CEO must appoint an Acting CEO for any leave periods greater than 48 hours and less than 6 weeks.
- (3) The CEO is to immediately advise all Council Members when and for what period of time the Deputy CEO is appointed as Acting CEO.
- (4) If the CEO is unavailable or unable to make the decision to appoint an Acting CEO in accordance with (2), then the following line of succession shall apply:
 - a. The Deputy CEO will be appointed as Acting CEO; or
 - b. If the Deputy CEO is unable to act, the Manager of Works will be appointed as Acting CEO; or
 - c. If the Manager of Works is unable to act, the Council will engage a contract CEO will be appointed as Acting CEO.
- (5) Council may, by resolution, extend an Acting CEO period under subclause (4) beyond 6 weeks if the substantive CEO remains unavailable or unable to perform their functions and duties.

Appoint Acting CEO for extended leave periods greater than 6 weeks but less than 12 months.

- (1) This clause applies to the following periods of extended leave:
 - Substantive CEO's Extended Planned Leave which may include accumulated annual leave, long service leave or personal leave; and
 - Substantive CEO's Extended Unplanned Leave which may include any disruption to the substantive CEO's ability to continuously perform their functions and duties.
- (2) The Council will, by resolution, appoint an Acting CEO for periods greater than 6 weeks but less than 12 months, as follows:
 - a. Appoint one employee, or multiple employees for separate defined periods, as Acting CEO to ensure the CEO position is filled continuously for the period of extended leave; or
 - b. Conduct an external recruitment process in accordance with clause 5(1)(c)(iii).
- (3) The President will liaise with the CEO, or in their unplanned absence the Deputy CEO to coordinate Council reports and resolutions necessary to facilitate an Acting CEO appointment.
- (4) Subject to Council's resolution, the President will execute in writing the Acting CEO appointment with administrative assistance from the Executive Secretary.

Appoint Temporary CEO – Substantive Vacancy

- (1) In the event that the substantive CEO's employment with the Shire of Three Springs is ending, the Council when determining to appoint a Temporary CEO may either:

- a. by resolution, appoint the Deputy CEO as the Temporary CEO for the period of time until the substantive CEO has been recruited and commences their employment with the Local Government; or
- b. by resolution, appoint a Contract CEO as the interim Temporary CEO for the period of time until an external recruitment process for a Temporary CEO can be completed; or
- c. following an external recruitment process in accordance with the principles of merit and equity prescribed in section 5.40 of the Act, appoint a Temporary CEO for the period of time until the substantive CEO has been recruited and commences employment with the Local Government.

(2) The President will liaise with the Deputy CEO or Acting CEO to coordinate Council reports and resolutions necessary to facilitate a Temporary CEO appointment.

(3) The President is authorised to execute in writing the appointment of a Temporary CEO in accordance with Councils resolution/s, with administrative assistance from the Executive Secretary.

Remuneration and conditions of Acting or Temporary CEO

(1) Unless Council otherwise resolves, an employee appointed as Acting CEO shall be remunerated at 75% of the cash component only of the substantive CEO's total reward package.

(2) Council will determine by resolution, the remuneration and benefits to be offered to a Temporary CEO when entering into a contract in accordance with the requirements of Sections 5.39(1) and (2)(a) of the Act.

(3) Subject to relevant advice, the Council retains the right to terminate or change, by resolution, any Acting or Temporary CEO appointment.

3. COUNCIL POLICIES – COMMUNITY

3.1 Public Consultation

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
s50 Local Government Act 1995		

PURPOSE

The purpose of this Policy is to outline the principles and procedures that the Council will follow to involve the community in planning and decision-making in the local area, and to ensure accountability of the Council to the community through effective communication and consultation strategies.

The Policy will apply in those circumstances where the Act requires the Council to follow the Policy and for other public consultation initiatives where the Council determines that it is appropriate to follow the Policy.

The Shire of Three Springs's Public Consultation Policy is underpinned by the following principles, which the Council believes are central to achieve effective communication and consultation:

- Council decision making should be open, transparent and accountable,
- The Council will identify potential stakeholders in each specific circumstance,
- The Council will ensure information is easily understood and accessible to identified stakeholders, and include contact details for obtaining further information in all communications,
- The community has a right to be involved in and informed about key decisions affecting their area,
- A range of appropriate opportunities will be provided for people to access information and to be involved, taking account of barriers to access due to language, disability or cultural issues,
- The Council will define the parameters of the consultation process for each specific topic, and identify what aspects of the decision can be influenced by community involvement,
- The Council will listen and respond to community views in a balanced way, taking account of all submissions made by various stakeholders,
- The Council will review and evaluate its Policy to ensure ongoing improvement in the way it involves the community in its decision-making processes,
- The Council's desire to balance community views and interests with other influences such as budgetary constraints.

POLICY

The objectives of this Policy are:

- To promote positive relations between the Council and the community
- To promote effective communication and consultation between the Council and the community
- To enable the community to participate in Council planning and decision making
- To provide the framework for community involvement in Council planning and decision making
- To promote Council decision making which is open
- transparent, responsive and accountable to the community

The Shire of Three Springs (“the Council”) is committed to open, accountable and responsive decision making, which is informed by effective communication and consultation between the Council and the community.

This Public Consultation Policy (“the Policy”) has been prepared pursuant to s50 Local Government Act 1995 and sets out the steps the Council will take both where it is required by the Act to follow this Policy and for the purpose of establishing partnerships and encouraging community involvement in planning and decision making about the services the Council provides and the management of community resources.

The Shire of Three Springs’s Public Consultation Policy addresses the key elements of both communication and consultation. Communication involves providing meaningful information in a timely and accessible manner. Consultation is a two-way process, providing opportunities to clarify information, raise issues and discuss ideas, options and views.

3. Availability of the Public Consultation Policy

The Policy will be available for inspection without charge at the Shire Office.

4. Roles and Responsibilities

The Policy will apply to Council members, employees, contractors, and agents or consultants acting on behalf of the Council.

The CEO is responsible for:

- Implementing communication and consultation initiatives in accordance with the Policy,
- Reporting on outcomes of these initiatives to Council and to inform the decision-making process,
- Reporting on the review and evaluation of the Policy.

5. Procedure

Council will implement this Policy in terms of the requirements under the Local Government Act 1995 and will take account of the views and aspirations expressed by the community and stakeholders, balancing those views and aspirations with other influences such as budgetary constraints, and within the context of Council endorsed strategic directions.

The following steps will be taken by the Council to fulfil the requirements of this Policy:

- The Shire will identify a range of options available to it to communicate information to interested persons and invite submissions

- The Shire will publish a notice in a newspaper (circulating in the area) and on the Shire Website describing the matter for which public consultation is required, and inviting interested persons to make submissions to the Shire within a period being at least twenty one (21) days from the date of the notice
- The Shire will consider any submissions received as part of its decision-making process and will also have regard to any relevant legislation
- Options which the Shire may choose to gazette to communicate information and invite submissions, in addition to the above are:

6. Communication Options

The Shire will consider a range of communication options, including:

- Regular newsletters
- Advertisements in local paper and /or newsletters.
- Media releases/editorial
- Fact Sheets or brochures
- Letters addressed to stakeholders
- Letter box drops in the relevant area
- Web site
- Telephone Access Line
- Displays in public places
- Notice in public places
- Online survey

4.1 Conversation Options

- Meetings with Council members and employees
- Council Advisory Committees
- Focus Groups
- Workshops for stakeholders
- Surveys through interviews/self-completion
- Door knock surveys
- Open Days
- Community Forums and Meetings
- Heard by Council
- Comment Sheets

Any steps taken by the Shire in addition to the minimum requirements set out in the Act and of this Policy are at the absolute discretion of the Shire and will depend upon the matter under consideration, the resources available to the Shire and the level of interest the matter is likely to generate.

3.2 Council Members And Employees - Grievance Policy (Internal)

Adoption		
Date	Meeting	Council Decision
16/12/2020	OCM	090/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The Shire of Three Springs is committed to providing employees with the ability to raise a grievance or complaint with respect to their employment via an impartial internal process.

This policy aims to ensure that grievances and complaints are resolved in a timely, fair and transparent manner in accordance with the principles of natural justice.

POLICY

This policy applies to grievances raised by employees, contractors and volunteers engaged or appointed by the Local Government in relation to employment or workplace related matters. This policy does not apply to complaints about the Chief Executive Officer (CEO).

1. Definitions

TERM	DEFINITION
Complaint	The grievance relating to employment or workplace matters raised by the complainant.
Complainant	An employee, contractor or volunteer who raises a complaint.
Respondent	An employee, contractor or volunteer who is alleged to have acted in a manner the subject of the complaint.
Support Person	A person chosen by the complainant and respondent to attend meetings with them, where practicable. The role of a support person is not to advocate on behalf of anyone, but to provide emotional and practical support.
Witness	A person, including an employee, who is requested by the Local Government to assist the process by providing relevant information regarding the complaint.

2. What to do if you have a complaint

If the complainant believes they are the subject of behaviour that is inconsistent with the Local Government's Code of Conduct, policies and procedures, the complainant may raise a complaint by following the process in the Grievance Procedure.

3. If a complaint is about the CEO

If the complaint is about the CEO, the Grievance Policy and Procedure does not apply. A complaint about the CEO must be raised directly with the President.

4. Key principles in the complaint resolution process

The following principles are necessary for the fair investigation and resolution of a complaint.

PRINCIPLE	EXPLANATION
Confidential	<p>Only employees directly investigating or addressing the complaint will have access to information about the complaint. The Local Government may inform or appoint a third party to investigate or advise on the investigation. All parties involved in dealing with a complaint are required to keep the matter confidential, including the complainant, respondent and witnesses. Information will only be placed on an employee's personal file if they are disciplined as a result of the complaint.</p> <p>This requirement does not preclude a complainant, respondent, witness or Local Government from seeking legal, financial or other professional advice.</p>
Impartial (unbiased)	<p>Both parties will have an opportunity to put their case forward. No assumptions will be made and no action will be taken until all available and relevant information has been collected and considered by either an impartial employee of the Local Government or an externally appointed investigator.</p>
Sensitive	<p>The Local Government will endeavor to ensure employees who assist in responding to complaints are trained to manage complaints sensitively and administer a process that is free of coercion or intimidation.</p>
Timely	<p>The Local Government aims to deal with all complaints as quickly as possible and in accordance with any legislative requirements.</p>
Documented	<p>All complaints and investigations will be documented. In formal grievance processes, records will be kept of all documents collected and drafted as part of that process. For more informal processes, a file note or note in a diary will be sufficient.</p>
Procedural fairness	<p>Procedural fairness in the complaint process means that:</p> <ul style="list-style-type: none">• a respondent has the right to respond to the allegations before any determination is made

	<ul style="list-style-type: none"> • a respondent has the right to be told (where possible and appropriate) who made the allegation • anyone involved in the investigation should be unbiased and declare any conflict of interest • decisions must be based on objective considerations and substantiated facts • the complainant and the respondent have the right to have a support person present at any meetings where practicable • the respondent is advised of the details of any allegations when reasonably practicable • a respondent is entitled to receive verbal or written communication from the Local Government of the potential disciplinary outcome if the allegations arising from the complaint are proven • any mitigating circumstances presented to the Local Government through the grievance process are investigated and considered • any witnesses who can reasonably be expected to help with any inquiry or investigation process will be interviewed, and • all interviews of witnesses are conducted separately and confidentially.
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5. Outcome of a complaint

If a complaint against a respondent is substantiated, there are a number of possible outcomes as detailed in the Grievance Procedure.

6. Victimisation of complainant, respondent or witness

A complainant, respondent or witness should not be victimised for making a complaint, being the subject of a complaint or providing information about a complaint. Anyone responsible for victimising a complainant, respondent or witness may be subject to disciplinary action, including but not limited to termination of employment.

7. Reporting obligations

The Local Government must comply with its obligations to report minor or serious misconduct to either the Public Sector Commission or Corruption and Crime Commission in accordance with the *Corruption, Crime and Misconduct Act 2003* (WA).

Employees must also be aware of and adhere to any obligations pursuant to the *Public Interest Disclosure Act 2003* (WA).

8. Variation to this policy

This policy may be cancelled or varied from time to time. The Local Government's employees will be notified of any variation to this policy by the normal correspondence method.

9. Related documents

9.1 Internal

- Code of Conduct

9.2 External

- Corruption, Crime and Misconduct Act 2003 (WA)
- Public Interest Disclosure Act 2003 (WA)

3.3 Rate Notice and Debt Recovery

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Local Government Act s6.12, 6.49, 6.64, 6.69, 6.71, 6.74 (and others)		

PURPOSE

To ensure there is consistency in the advice given to ratepayers about the payment of rates and the recovery of outstanding rates.

This policy outlines the requirements for rates recovery within the Shire of Three Springs.

POLICY

1. Rate Notices

Rate Notices shall be sent out to all ratepayers as soon as possible after the budget has been set and Instalment Notices at the specified dates.

The Chief Executive Officer is authorised to undertake legal action for the recovery of all current and arrears rates and charges remaining outstanding either after the 35 days where no instalment option has been implemented and where instalments are not adhered to, exercising discretion on the amount owed and/or term outstanding when initiating such legal action.

Such legal action for rates recovery can be either through the local Court or by Council Solicitors or Collection Agents as the case may warrant when all other reasonable attempts at collection have been exhausted.

The Chief Executive Officer is to bring to Council's attention any rates which remain unpaid for three years for a determination on selling the land for the recovery of rates in accordance with the provisions of the Local Government Act 1995.

The Chief Executive Officer be authorised to utilise the services of a Debt Collector for the recovery of outstanding rates.

2. Rate Instalments

Council will accept that there are ratepayers who cannot meet the 2 or 4 mandatory instalment options as provided under s6.45 of the *Local Government Act 1995*.

The DCEO may accept by application an alternative payment schedule (henceforth called the 'payment agreement').

For such an Agreement to be considered a payment Arrangement Form is to be completed and returned to the Senior Finance Officer.

The proponent is to specify the frequency of payments with the nominated amount sufficient to fulfil the rates and charges levied within a financial year.

Upon written acceptance of an Agreement by the DCEO, written confirmation will be provided to the applicant. This 148azette148es the agreement and will commit the ratepayer to the payment schedule.

Verbal agreements shall not be accepted.

Failure by the applicant to adhere to the payment schedule will result in the issue of a Final Notice for the total amount outstanding.

3. Final Notices

Final Notices will be issued during a period generally not exceeding 30 days after the due date of a notice for payment of rates.

Such notice will be issued when:

- No payment has been made,
- Insufficient payment to cover the first instalment has been made; or
- Where there is no current valid instalment option (i.e. persons who have paid their first instalment option late).

Final Notices will indicate that:

- Rates are now in arrears,
- That penalty interest is being charged daily at the rate set by Council; and
- That legal action may be taken without further notice, which will add extra costs onto the outstanding account.

Final Notices will not be sent to registered pensioners.

4. Letter of Demand

General and other Property – A Letter of Demand will be issued no later than 30 days after the final notice of current financial year to all owners of property (excluding pensioners) who have failed to make any payment within the financial year, and who have not contacted Council to make any special arrangement for payment, or have defaulted on an approved payment option.

5. Issue of Summonses and Arrears matters

Following completion of Letter of Demand:

- Rates remaining unpaid after the expiry date shown on the Letter of Demand will be examined for the purpose of determining whether a summons will be issued,
- Shire may employ the services of a Collection Agent or Solicitor(s) to issue General Procedure Claims to those ratepayers who failed to pay by the date indicated upon the Letter of Demand,
- Costs incurred as a result of the issue of a General Procedure Claim will be applied to the ratepayers' assessment immediately upon receipt by Council of such costs – refer s6.56 of the Act,
- Following the issue of a General Procedure Claim, a reasonable offer to discharge a rate account (inclusive of the costs incurred through the issue of the General Procedure Claim) will not be refused,

- Where a General Procedure Claim has been issued and remains outstanding, action will be taken to pursue that summons by whatever means necessary to secure satisfaction of the debt,
- Legal proceedings will continue until payment of rates and any other outstanding costs are secured. This includes the issue of a Warrant of Execution against goods and land if necessary.

In cases where the owner of a leased or rented property on which rates are outstanding cannot be located or the owner refuses to settle amounts outstanding, notice will be served on the lessee. The lessee will then under the provisions of s6.60 of the *Local Government Act 1995*, be required to pay Council any rent due until such time as the amount in arrears has been fully paid

6. Sale of property for non-payment of Rates

The Chief Executive Officer be authorised to initiate sale of property for non-payment of rates as per subdivision 6 of the Local Government Act 1995, action against land where rates or services charges are unpaid.

7. Sundry Debtors

The Chief Executive Officer is authorised to undertake legal action for the recovery of Sundry Debtors, including the use of a Debt Collector if considered necessary, following the expiration of 30 days after the debt was incurred.

The Chief Executive Officer is authorised to request pre-payment for the incurring of any debt if it is felt that there is doubt as to the debt not being able to be recovered.

That Council require all debt collection costs, including those incurred using a Debt Collector, to be paid for by the debtor before the debt is extinguished.

3.4 Rates Exemption

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Local Government Act 1995, s6.26 (2)		

PURPOSE

In accordance with the Local Government Act 1995, s6.26 (2) describes land that is not rateable land and as such is exempt from general rates without being referred to Council for determination.

In the situation where a rateable property is being leased to a Not-for-Profit (NFP) Community Group (including Sporting Associations) that meets Councils' rate exemption criteria, consideration will be given to providing a rate exemption proportional to the area leased by the NFP tenant. By meeting the specified criteria, the entity is deemed eligible for rate exemption.

This policy sets specific criteria that must be met by those entities that are not covered under s6.26 (2) who are seeking a general rate exemption.

POLICY

The following criteria must be met before consideration is given to the eligibility for a general rate exemption.

Rate Exemption Application Form:

- Organisations need to provide clear and concise information regarding the nature of their activities to illustrate eligibility. Supporting documentation must accompany the application for the application to be assessed. Non-exempt charges must be paid in full at the time application is made. A refund will be made to the applicant if approved.
- The organisation must be an incorporated body as per the Associations Incorporated Act 1987.
- The organisation must own or have the vesting of the property on which rates are levied. If the rateable property is being leased, the organisation must be responsible for the payment of rates under their leasing agreement.
- Where the organisation operates commercial activities from the property, the organisation must show what portion of the property is being used for the commercial activities. The portion of the property being used for commercial purposes will not attract a Rate Exemption.
- The organisation must not hold a liquor license (issued under the Liquor Licensing Act 1988) for the provision of alcohol for sale to the general public for profit.
- The Chief Executive Officer has delegated authority to approve applications that meet all the eligibility criteria.
- Those that hold a liquor license are only exempt to a 50% rates exemption.

- All approved applications will remain in force for a maximum period of two (2) years unless otherwise advised then the applicant must reapply.
- Where an organisation, that has been granted a general rates exemption, changes its method of operation, and that change would result in the organisation being precluded from exemption eligibility, the organisation must immediately inform the Shire of the change. An example would be where an organisation commences commercial activities from the property address.
- Applications shall be determined within 30 days of receipt of the original application and or any additional information requested, whichever is the later.
- A summary of all approved applications shall be presented to Council annually prior to the annual budget deliberations.

The Shire will provide written notification to organisations when general rates exemptions have been granted each year. For any two (2) year approvals, organisations will receive written notification advising their rate exemption is due to expire and will be invited to lodge a new application for the new rating year.

Definition

Not-for profit (NFP) Community Group is defined as an 151 organization of people who are formed (including a group that is incorporated under the Associations Incorporations Act) to promote a community or sporting activity which has a positive effect on the community of Shire of Three Springs.

3.5 Australia Day – Citizenship Award

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The purpose of this policy is to provide for the recognition of individuals and organisations that have made significant contributions to the Shire of Three Springs's community, through annual awards presented on Australia Day.

POLICY

Award recipients must meet the following eligibility criteria:

- Recipients must be:
 - residents of the Shire; or
 - have coordinated a community event within the Shire; or
 - be members of a community group whose principal activities are conducted within the Shire
- Awards cannot be granted posthumously
- Only one person (not a couple or group) may be nominated for individual award categories
- Local Government Council members, State and Federal politicians are not eligible to receive an Award
- Sitting members of State, Federal and Local Government are not eligible.

Policy Statement:

1. Awards

The Shire annually recognises individuals and organisations that have made a significant contribution to the Shire's community by awarding four categories of awards every Australia Day.

Awards presentations are held in Three Springs and only one award per category for recipients will be presented.

- ***Community Citizen of the Year – Youth***
Presented to an individual under 25 years of age who has made an outstanding contribution to the local community.
- ***Community Citizen of the Year***
Presented to an individual over 25 years of age who has made an outstanding contribution to the local community.
- ***Community Citizen of the Year – Senior***

Presented to an individual over 65 years of age who has made an outstanding contribution to the local community.

- **Active Citizenship - Group or Event**

Presented to a community group or organisers/committee of an event held in the Shire of Three Springs that has made an outstanding contribution to the local community.

2. Implementation

The Shire of Three Springs is a member of Auspire. The membership gives the Shire:

- Online nominations
- Medallions
- Certificates
- Advertising resources

Nominations open from October and close in December. Nominations are completed online via the Auspire website. Completed nominations are sent via the website to the Shire of Three Springs Community Development Officer

Advertising of nominations will commence in October of each calendar year on Shire of Three Springs's Website and other appropriate local media.

Judging will occur by the Judging Panel by no later than one business week after nominations have closed. Nominees for the Community Citizen Awards will be assessed by a Judging Panel consisting of 3 Councillors.

The recipients will have been judged to have met a number of criteria where they have made a significant contribution to:

- Building harmony and inclusion with the local community;
- Leadership on a community issue resulting in the enhancement of community life;
- A significant initiative which has brought about positive change and added value to community life; and
- Added value to community life and inspiring qualities as a role model for the community

Outstanding contribution and community services includes areas such as education, health, fund-raising, charitable and voluntary services, business, sport, arts, the environment, social inclusion or any other area that contributes to the advancement and wellbeing of a community.

Once the judging panel have decided the winning recipients, employees are to arrange printed certificates and medallions for winning recipients through Auspire.

Employees are to extend invitations to attend the next Australia Day Award ceremony in the locality they were nominated (Three Springs) to the following:

- The nominees (and family) of the Community Citizen of the Year – Youth Award
- The nominees (and partner) of the Community Citizen of the Year Award
- The nominees (and partner) of the Community Citizen of the Year – Senior Award
- The nominees (President/Chairperson and partner) of the Active Citizenship – Group or Event Award

3. Roles and responsibilities

The Shire administration is responsible for implementation of all elements of this policy.

Roles and responsibilities include calling for nominations, promotion through the media, call for expressions of interest for the members of the judging panel, compiling nominations, scheduling judging panel meetings, arranging for printed certificates, medallions, trophies, gifts awards and inviting nominees and nominators to the presentation event.

3.6 Award of the Title “Honorary Freeman of the Shire of Three Springs”

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To recognise and acknowledge members of the community who have demonstrated outstanding commitment and contribution to the Shire.

POLICY

The Shire of Three Springs has historically recognised that, from time to time, members of the community demonstrate an outstanding commitment and contribution to the Shire and that this contribution should be appropriately recognised.

This recognition will take the form of the award of the title “Honorary Freeman of the Shire of Three Springs”, provided that the relevant circumstances meet the criteria of this policy.

This honour will only be awarded on rare and exceptional occasions. A maximum of four living persons will be entitled to bear the title of “Honorary Freeman of the Shire of Three Springs” at any one time.

Objectives

To provide a policy on the awarding of the title “Honorary Freeman of the Shire of Three Springs”, including how, why and whom it should be awarded.

Selection Criteria:

Residency Eligibility

Nominees should have lived within the Shire of Three Springs for a significant number of years (significant would usually mean at least 20 years) and have had a long and close association and identification with the Shire.

Service

The nominee should have given extensive and distinguished service to the community that goes beyond local government service (ie, service to other community organisations and groups) in a largely voluntary capacity.

The nominee must have made an outstanding contribution to the Shire of Three Springs, such that their contribution can be seen to stand above the contributions made by most other people.

Outcomes

The nominee's community endeavour will have demonstrable benefits to both the community of the Shire of Three Springs and the wider community of WA.

Specific Achievements

The nominee's specific achievement/s must be of a nature that would encourage the Shire to nominate that person for an honour under the Australian honours system.

Nomination Procedure

Nominations must be made in the strictest confidence, without the nominee's knowledge.

Shire of Three Springs Policy Manual

Any resident or elector of the Shire of Three Springs may initiate a nomination, but each nomination must be sponsored by an elected member.

Nominations must be made in writing to the Chief Executive Officer (CEO). The nomination will then be submitted by the CEO as a confidential report for consideration at an ordinary meeting of Council.

Entitlements

Any person declared an Honorary Freeman of the Shire may designate him/herself "Honorary Freeman of the Shire of Three Springs".

The award shall be made at a small ceremony, which may take place at a Council meeting.

The recipient shall be awarded a plaque and a lapel pin to commemorate the occasion and shall be included on the invitation list for all subsequent civic events and functions.

Implementation

The Office of the CEO will be responsible for undertaking the commissioning of commemorative plaques and lapel pins and for ensuring that Honorary Freemen are invited to civic events and functions.

3.7 Regulation of Cat Pounds

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Cat Act, regulations and Local Law		

PURPOSE

To set regulations and specifications for the management and control of cat pounds throughout the Shire of Three Springs.

In setting regulations for the provision of cat pounds the Shire of Three Springs will be guided by the Guidelines and the Conduct of Boarding Kennels and Catteries' produced by the RSPCA in addition to regulations outlined in this policy.

POLICY

Prior to applying for a cattery license, Council's planning approval must first be obtained.

Applicant should liaise with Shire to determine the requirements of the town planning scheme.

- An application for a license to keep an approved cat pound shall be in the form determined by Council from time to time and shall:
 - Be supported by evidence that planning approval has been obtained.
 - Be supported by evidence that due notice of the proposed use of the land has been given in accordance with (2) below.
 - An accurate plan of the proposed site location.
 - Accurate plans and/or photographs describing any proposed yard and/or pound; and
 - The application/renewal fee.
- An applicant for a license within a Gazetted Townsite shall forward such application to the Council prior to giving notice of the proposed use of the land.
- An applicant shall give notice of the proposed use of the land at their own cost by:
 - Giving public notice in a newspaper circulating in the district; and
 - Giving written notice to the owners and occupiers of all adjoining premises.
 At least thirty days before the application is made to the Council.

1. Licenses

- A license to keep an approved cat pound shall not be granted by the Council until Council has considered all written submission and objections received.
- A license shall be in the form determined by Council from time to time and shall be subject to such conditions as Council may impose.
- A license remains valid until the 31 October next following unless it shall have been previously cancelled.

- A license shall not be granted by the Council unless the applicant for the license resides on the premises the subject of the license.
- A license is not transferable to other premises.

2. License Renewal

An application for a license renewal shall be:

- in the form determined by the local government from time to time.
- accompanied by the license certificate then in force together with payment; and
- lodged no later than 31 October in each year.

3. License may be Cancelled

The local government may refuse to renew or may cancel a license if:

- a licensee does not comply with or the pound is not kept in accordance with this local law; or
- for any reason relating to the conduct of the cat pound resulting in the pound being a nuisance to neighbours by reason of noise, odours or any other cause.

4. Specification for Cat Pounds

Cats may be housed in walk-in modules that include a sleeping compartment and an exercise area or in colony pens. Cats must be housed singly except in the case of compatible cats from the same household with the written agreement of the owner.

Walk-in modules must have a minimum floor area of 1.5 square metres and contain at least two levels including raised sleeping quarters. This size is for one cat only and an additional one square metre floor space is required for a second cat. No more than two cats may be housed together in this type of accommodation.

5. Building Regulations do apply

No kennel or yard shall be erected until plans and specifications have been approved by the Shire by the issue of a building license under part 15 Local Government (Miscellaneous Provisions) Act 1960.

6. Keeping of cats in pounds

A person who keeps or permits cats to be kept in an approved pound shall:

- keep cats in pounds and yards appropriate to the breed or kind in question, sited and maintained in accordance with the requirements of the public health and sufficiently secured,
- not permit any cat to escape from the pound or yard in which it is kept nor wander at large except for the purpose of reasonable exercise whilst under the control of a person,
- maintain all pounds and yards and all feeding and drinking vessels used by cats therein in a clean condition and cleanse and disinfect them regularly,
- dispose of or cause the disposal of all refuse, faeces and food wastes daily into an approved apparatus for the bacteriolytic treatment of sewerage; and
- ensure noise, odours, fleas, flies and vermin are effectively controlled.

3.8 Closed Circuit TV Systems

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

CCTV Systems are installed to assist in the management and protection of the Shire's assets.

The purpose of this policy is to establish functional categorisation of CCTV Systems and protocols for the management of recorded data.

This policy is applicable to all CCTV systems owned, managed or controlled by the Shire of Three Springs for the purpose of surveillance, protection and deterrence.

POLICY

1. Definitions

CCTV Closed Circuit Television – CCTV System is a system that comprises of CCTV cameras, information store, connections and applications for storage, retrieval and viewing of information.

Public Area includes:

- any thoroughfare or place which the public can use, whether the thoroughfare or place is on private property; and
- local government property but does not include private premises.

2. Types of CCTV and protocols

There are five categories of CCTV cameras:

- Public Area permanent (Fixed);
- Public Area portable (Temporary);
- Vehicle-based (Mobile)
- Buildings and Assets Permanent (Fixed)
- Service/Employee Areas Permanent (Fixed)
- The release or viewing of recorded footage and still photographs to the WA Police is permitted.

Unless specifically required under law, the release or viewing of recorded footage and still photographs other than to the WA Police is expressly prohibited.

3. Background

Council was successful in attracting funding for the installation of twenty one CCTV cameras in January 2019. The cameras are located:

- Lions Den x 3
- Duffy's Store
- Intersection
- Public Toilets
- Shire Admin x 2
- Tourist Information Bay
- Railway Road North view
- Sports Pavilion x 4
- Front
- BBQ area
- North Side entry
- Oval (mounted on top of commentators box)
- Community Hall x 2
- Front entry
- Dump point
- Aquatic Centre x 2
- Main pool (mounted on pump house)
- North side of change rooms
 - Eco Caravan Park x 2 (mounted on Aquatic Centre pump house)
 - North view
 - Centre view
 - Skate park (mounted at old Playgroup building)
 - APV – South view of Railway Road (solar powered)
 - Old Playgroup playground
 - Old Daycare playground
 - Netball courts (solar powered)
 - ECLC playground (does not record during ECLC operational hours)

These cameras are linked wirelessly back to the Admin Centre, and the footage is stored on an external drive for 30 days before it is overwritten.

4. Implementation

When a request is received from the Police for CCTV footage the following is to occur:

- Have the officer fill in a Footage Release Form. Take details of the requested information including alleged offence (if able to be provided) and the time frame requested.
- If the matter is very urgent, and they want to wait, do the search immediately. If a lengthy search is required, take their contact details and call when it's ready.
- Bear in mind that their investigations may be very time sensitive
- Determine if it is still images or video required.
- Retrieve the data as requested (see F Drive 5.3.3 CCTV > SoTS CCTV Network 2019 > MxCC-Export-Quick-Guide-2.5.x.pdf)
- Once the data is stored this represents a Shire record and what the police obtain is considered a copy provided with consent. Contact the police who can access the data by having it emailed to

them, or if too large they are to attend the office and are to be provided with a USB with the data on it. They can then make a copy at their premises and return the USB. Note – Externally provided USBs are not to be used due to the threat of computer virus from unknown sources – even if it is the Police. Any USB device provided by Council is to be scanned when returned for any potential computer virus from an external source.

- The Shire of Three Springs accepts no liability for any misuse of data once it is copied by the Police, or legal proceeding that may result from the Police accessing and using in any prosecution CCTV footage from the Shire of Three Springs cameras.
- This policy is to be acknowledged by the Three Spring Police prior to Camera Footage being accessed.

3.9 Three Springs Aquatic Centre

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To provide guidance and rules regarding the Three Springs Aquatic Centre.

This Policy applies to the Shire of Three Springs Aquatic Centre.

POLICY

1. Admissions to Sessions

Patrons using the pool must pay the normal admission fees for each session. Normally a “session” is one whole day. The manager reserves the right to charge where he/she cannot identify whether a person has previously paid an admittance fee to that session.

2. Admittance Age to Pool Complex

That any child under 8 must be accompanied by a person of 16 years or over or hold a swimming competency certificate of Level 6 or better.

3. Children Season Ticket

Applies to all persons under the age of 17 years provided they do not meet the following situations:

- They are employed.
- They are in receipt of unemployment benefits.

4. Family Season Ticket

To cover two adults and two children except those children who are in receipt of unemployment benefits, are employed or have attained the age of 17 years of age.

5. Private Hire

Private hire of the pool is by arrangement only with the Pool Manager and Chief Executive Officer.

The Chief Executive Officer is authorised to consider and decide on all applications for use of the Swimming Pool subject to:

- no Alcohol to be allowed on the premises,
- the Pool Manager to be in attendance at all times,
- the grounds and facilities to be left in the state they were found,

- if the pool is booked for private functions and the weather is very hot and the pool would normally stay open, the Chief Executive Officer may use his discretion in allow the pool to remain open to the General public.

If the pool remained open to the general public, no extra charge would be levied on the private user.

6. Swimming Pool Kiosk

The Pool Manager will be granted permission to operate the kiosk at the swimming pool as a part of their employment agreement.

The nature of items to be sold to be limited to soft drinks, tea and coffee, ice-creams, confectionary and pre-packaged food.

The facilities are not to the standard to allow for the preparation of other types of food and the preparation of this type of product is seen as a potential distraction to the main role of the employee as Pool Manager.

7. Smoking

Smoking is only permitted in designated open-air areas as determined by the Swimming Pool Manager and Environmental Health and Building Officer.

3.10 Recognition of Three Springs Births, Graduates and the Passing of Community Members

Adoption		
Date	Meeting	Council Decision
16 December 2020	OCM	092/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

Recognition of Three Springs Births, Graduates and the Passing of Community Members.

POLICY

Births:

On the advice of Council, administration staff will arrange for a new born recognition gift to be provided to the family via the Community Health Nurse.

The gift worth an estimated \$50.00

Graduation:

On the advice of Council, administration staff will arrange for a graduation recognition gift.

The gift worth an estimated \$30.00

Note:

- Council will organise an awards event. Light refreshments will be provided.
- Primary & Secondary students residing and attending the local Primary & Secondary schools & college graduating Year 6 & Year 12.

Passing:

On the advice of Council, administration staff will arrange for a card and floral tribute.

The tribute worth an estimated \$50.00

4. COUNCIL POLICIES - ENGINEERING

4.1 Heavy Vehicle Conditions for use on Shire Roads

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To ensure safe road use on the RAV network within the Shire of Three Springs.

This policy applies to haulage users on the RAV Network within the Shire of Three Springs.

POLICY

The following conditions (but not limited to) are to be recommended to MRWA:

Definitions:

- The term “Haulage Operator” shall mean the Owner of the vehicle travelling on the Shire RAV Network
- The term “RAV” shall mean a Restricted Access Vehicle that requires accreditation through the Western Australian Heavy Vehicle Accreditation Registration process at Main Roads Department Western Australia, Heavy Vehicle Operations.
- The term “MRWA” shall mean Main Roads Department, Western Australia.
- The term “HVO” shall mean Heavy Vehicle Operations, branch of MRD that makes assessment and prosecution of RAV on State and Shire road networks.
- The Term “Operator” means the owner of the mine
- The term CA07 shall mean the requirement for all operators to carry written approval from the local government permitting use of the road in accordance with network conditions

General Conditions

- Condition CA07 be placed on the Shire RAV Network. Non-compliance may result in Council, at its discretion, reporting the haulage user to Main Roads Heavy Vehicle Services (HVS)
- The haulage operator shall observe, always, all provisions contained in the Road Traffic Act and regulations, the Local Government Act 1994 and all Local Laws.
- In residential areas approval, be granted for cartage during sunrise to sunset hours 7:00am – 6:00pm, whichever is shorter, Mondays to Fridays. Weekends and public holidays excluded
- In non-residential areas approval, be granted for cartage 7 days a week.
- No operation on unsealed road segment when visibly wet, without road owner’s approval.

- When travelling at night, the RAV must display an amber flashing warning light on the Prime Mover

Weather and Road Conditions

- A Shire RAV Network may be closed where the road surface has deteriorated and is determined by the CEO to be unsafe for heavy haulage or any form of transport or that continuing use will cause a safety risk and/or significant damage to occur. Any haulage users found operating on a closed RAV Network may be reported to MRWA and Main Roads Heavy Vehicle Services (HVS) with a request to issue suspension notices.
- To minimize the potential for road damage safety hazards the CEO may give notice that a Shire RAV Network has been closed, where more than 20mm of rain has fallen in any 24 hours or lesser period. Such notice shall remain in effect until a re-commencement notice is issued by the Shire

Requirements

- Council authorises the CEO to withdraw CA07 at any time by notice to MRWA and the Operator in cases of non-compliance by haulage users.
- The Shire RAV Network will be reviewed annually inclusive of the provision of a condition report on the Network.

4.2 Infrastructure Policy-Asset Management

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To:

- Ensure that the Shire's services and infrastructure are provided in a sustainable manner, taking into consideration the whole of life costs and ensure the appropriate levels of services are provided to customers in line with Shire's Community Strategic Plan and Corporate Plan.
- Safeguard Shire assets, including physical assets and employees, by implementing appropriate asset management strategies and allocating appropriate financial resources for those assets.
- Create an environment where all Shire employees take an integral part in overall management of Shire assets by creating a sustaining asset management awareness throughout the organisation.
- Meet legislative requirement for asset management.
- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrate transparent and responsible asset management processes that align with demonstrated best practice.

This policy applies to all relevant infrastructure in the Shire's care and control.

POLICY

The purpose will be achieved by:

- Developing and implementing an Asset Management Strategy,
- Preparing and maintaining an Infrastructure Asset Management Plan,
- Preparing operations and maintenance plans for each infrastructure asset class,
- Maintaining up to date and validated Asset Management Systems; and processes that are aligned and integrated with the Shire's business practices

This Policy applies to all the infrastructure assets owned by Three Springs Shire Council. The asset types covered are as follows: -

<u>Roads assets comprising:</u>	<u>Buildings comprising:</u>
Sealed and unsealed roads Bridges Culverts	Recreation Council/depot Public/Civic

Railway Crossings Road signs/features Flood ways Kerbing Footpaths	Housing
<u>Other assets comprising:</u>	
Public/Civic assets Recreation assets Council assets Airport	

1. **Objective**

The objective of this Policy is to provide a consistent framework that is aligned and integrated with the Shire's business practices and is consistent with the State Government's Integrated Planning and Reporting requirements such that:

- Infrastructure assets are managed in accordance with the requirements of relevant legislation,
- Infrastructure assets are managed in accordance current best practice, taking affordability into account,
- A "whole of life" approach is taken to operational, maintenance, renewal and acquisition plans,
- Funding levels to ensure that infrastructure assets deliver the required Levels of Service are identified and reported,
- Levels of Service and risks are considered in the development of operational, maintenance, renewal, and acquisition plans,
- The performance of infrastructure assets is measured and reported against the required levels of service and associated target performance levels,
- Infrastructure assets are accounted for in accordance with the requirements of the appropriate accounting standards and reporting requirements.

2. **Organisational Context**

The Shire's most recent Community Strategic Plan (Plan for the Future) includes the following Strategic Goals and associated objectives which form the basis for the development for the Shire.

Goal 1 – Community Partnerships

Objective:

To promote a strong and cohesive community that has the capacity to co-ordinate its efforts and work in harmony for the benefit of the Shire as a whole.

Goal 2 – Infrastructure

Council Roads Objective:

- To construct, maintain and improve the quality and useful economic life of the road infrastructure system in the most efficient manner possible, pursuant to the level of funding provided by Council each year.

Plant Replacement Objective:

- The timely purchase and replacement of vehicles, plant and equipment in accordance with predetermined acquisition and replacement programmes,
- Minimising vehicle replacement costs,
- Optimising the performance of the plant fleet.

Council Buildings and Equipment Objective:

- To provide planned maintenance and upgrading of Council owned buildings, including employees and other housing, administration centre and works depot,
- Obtain funding to assist with the development of additional housing.

Goal 3 – Community Facilities

Objective:

- To provide planned maintenance and upgrading of Council’s recreational facilities including the swimming pool, sporting oval and pavilion, hard courts, community hall, parks, gardens and streetscape.

Goal 4 – Health Facilities

Objective:

- Continued maintenance and improvements to all facilities provided by Council for the provision of health professionals including the medical centre, dental surgery and other wellbeing facilities.

Goal 5 – Corporate Governance

Objective:

- To provide good strategic decision-making, governance, leadership and professional management.
- To plan for the increased level of resources that will be required for Council to achieve its strategic objectives and to monitor the implementation policies and planning for the future.

Asset Management plays an important role in the development and management of the Shire. Asset Management contributes to the achievement of all the above goals and objectives, particularly in relation to the infrastructure, community facilities and health facilities.

3. Principles

The Shire is the owner of public assets and is responsible for the sustainable management of them and to provide for their replacement or renewal.

Asset management is a structured process which seeks to ensure best value for money from assets to deliver the strategic objectives of the Shire and which informs the operations and maintenance, renewal, disposal and acquisition of assets with an overall objective to optimize service delivery and manage related risks and costs over the asset’s life cycle.

Infrastructure assets are fundamental to the Shire’s overall service delivery.

The Shire recognises Asset Management as a core activity. Accordingly, every employee of the Shire is either directly or indirectly involved in the management of Shires’ assets.

This Policy supports the Shire’s intent to raise its Asset Management Practice to a level that is best practice, subject to affordability, through the provision of assets and their timely maintenance and renewal at appropriate levels to meet service needs.

The Shire recognises that its assets incur ongoing operating costs and require maintenance and the replacement of components to ensure that they remain serviceable throughout their life. Some assets may also be disposed of. This combined cost, together with the capital cost of asset acquisition is termed 'lifecycle cost'.

This Policy supports the Shire's commitment to ensure that the Levels of Service delivered by the assets are achieved at the best lifecycle cost.

The Shire also acknowledges through this Policy that the acquisition of new assets will take into account the full cost of acquisition, operation, maintenance, renewal and disposal over its life cycle. Accordingly, the future cost impact of new assets will be fully considered as part of any new asset approval.

In undertaking asset management of the infrastructure assets, the Shire will:

- Develop an Infrastructure Asset Management Strategy and a life-cycle based Infrastructure Asset Management Plan in accordance with this Policy and review them every 4 years,
- Ensure that the Infrastructure Asset Management Strategy and the Infrastructure Asset Management Plan are aligned to the Shire's Strategic Plan and to the State Governments Integrated Planning and Reporting Requirements,
- Determine future levels of service taking consultation with the community and affordability into account,
- Make decisions regarding asset operations and maintenance, renewal, disposal and acquisitions taking levels of service and affordability into account and based on lifecycle costs,
- Ensure compliance with relevant accounting standards,
- Ensure that all relevant legislation is taken into account,
- Collect, store, manage and analyse data on asset utilization, performance and condition and utilize the data to inform operations and maintenance, renewal, disposal and acquisition plans,
- Manage the risks of injury, liability and asset failure through risk and condition assessments,
- Carry out demand forecasting to inform operations and maintenance, renewal, disposal and acquisition plans,
- Develop Long Term Financial Plans based on funding the asset operations and maintenance, renewal, disposal and acquisitions plans, in accordance with this Policy,
- Taking affordability into account, ensure that best practice asset management practices and systems are employed to support the management of the Shire's infrastructure assets.

4. Roles and Responsibilities

Council:

- Adopt the Infrastructure Asset Management Policy,
- Adopt the Infrastructure Asset Management Strategy,
- Adopt the Infrastructure Asset Management Plan,
- Support the use of asset management planning throughout the organization,
- Make decisions regarding infrastructure assets in accordance with the Infrastructure Asset Management Policy, Strategy and Plan.

Chief Executive Officer:

- Develops and maintains the Infrastructure Asset Management Policy,
- Develops and maintains the Infrastructure Asset Management Strategy,
- Develops and maintains the Infrastructure Asset Management Plan,

- Ensures alignment between the Infrastructure Asset Management Policy, Strategy and the Asset Management Plan with other policies and processes in the organization,
- Ensures compliance with legislative requirements,
- Ensures infrastructure assets are managed in accordance with Infrastructure Asset Management Policy, Strategy and Plan,
- Supports the use of asset management planning throughout the organization,
- Facilitates best practice asset management.

5. Review of Policy

This policy will be reviewed in conjunction with the review of the Infrastructure Asset Management Strategy and Infrastructure Asset Management Plan.

4.3 Crossovers, Crossings, Gates and Pipes Across Roads

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To provide guidance in relation to crossover, crossings, gates and pipes across road. This Policy applies throughout the Shire of Three Springs.

POLICY

1. Crossings

Except in the case of a Government authority or department, where a proper work authority shall be enough, where the Shire agrees to undertake the construction of crossings it will require prepayment by the owner/occupier for their 50% contribution.

Crossings are to be constructed to the standard specifications as set out by Council. In the case of above standard crossings, prepayment of 75% of the additional cost estimate is required, with the balance being finalised on the completion of works. Council shall determine the number of crossovers it can cater for in any one year, dependent upon budgeting and works program restraints.

Council policy is to comply with requests for crossovers on a 'first come, first served' basis, within the budget constraints and consideration of Council's works program as determined by the CEO and/or Works.

Where a second crossover is to be installed by the Council the total cost is to be met by the landowner.

This policy does not apply when crossovers are installed as part of Council's footpath installation program.

2. Pipes Across Roads

Conditions under which pipes will be allowed to be placed beneath roadways are as follows:

- Pipe shall be a minimum of 450 mm below the surface of a road, depending on pipe specifications,
- The applicant or subsequent owner to be responsible for the cost of repair or replacement when the pipe has been damaged during the carrying out of roadworks,
- The applicant or subsequent owner shall remove the pipe when directed to do so by the Council,
- Written application must be lodged with the Shire requesting authorisation and providing a map of where pipes will cross the road prior to any works beings commenced,
- Works shall be carried out in accordance with Shire's requirements and at the owners' costs,
- The road surface is to be reinstated to Shire's satisfaction and at the owner's cost.

3. Gates

Conditions under which approval will be given to erect a gate upon a road are as follows:

- The structure is to be maintained in a condition satisfactory to the Council,

- The structure is to be removed by the applicant or subsequent owner when directed to do so by the Council,
- Approval of gates shall include the installation of a swinging gate for vehicle access and a large opening gate for machinery access.

4. Salt drain/road reserve crossings

General

When property owners, as financial ratepayers of the Shire of Three Springs, wish to construct deep drains through low-lying farmland in order to reduce, block or eliminate the effect of salt on their land within the Shire and as a result of such proposed drainage scheme, the construction of a culvert (or culverts) is required through designated road reserves. Council *may* assist in the funding of such culvert crossings providing certain criteria are met. Those criteria are:

- The request for approval and/or assistance must be before Council no later than April 30 of any financial year, so that due consideration may be given for possible inclusion in the next financial year's budget, if approved. Applications that do not meet the deadline *may* be considered by the Shire only after all prior applications have been processed. The request must include a scaled locality map showing the position(s) of the drainage scheme, the proposed culvert crossing(s), flow direction and downstream properties that may be affected.
- The applicant must be prepared to pay all material costs involved in the construction of the culvert(s) including any equipment hire and freight costs and when a request has been approved by Shire for assistance. A pre-payment of the materials cost may be requested. Such pre-payment must be lodged with the CEO within two calendar months of notification of approval.
- The standard of culvert construction required will be as set by Council.
- Shire will only assist in the funding of culvert construction where Council's workforce is capable of doing the work within their normal allocated roadwork's program. Heavy demand for salt drain culvert construction during any financial year and/or impossible construction conditions, even for a scheduled construction time, may result in curtailment of Shire assistance without obligation except for possibly refunding materials costs.

5. Council's Contribution to Culvert Construction

- Council will organise material requirements utilising its purchasing power.
- The adequate signing for traffic control and supervision of construction.
- Handling, laying, backfilling (including the mixing of cement stabilised material) and compaction.
- Road surface reinstatement.
- Supply and erection of guide posts (if required).
- Construction of aprons and headwalls where the depth between existing road level and the mean culvert invert level does *not* exceed 1.5 metres.

Where the depth below the existing road level and the mean culvert invert level does exceed 1.5 metres, the proponent may be requested to either:

- supply sufficient total pipe length and other materials and/or provide additional equipment (hire) to enable the actual culvert to span the full width of the road reserve so that culvert headwall and apron construction will be entirely the proponent's responsibility,
- supply sufficient total pipe length and material and/or provide additional equipment (hire) to allow for a longer culvert to be constructed that will enable the surrounds of the culvert entry/exit to be simply battered with a minimum of cement stabilised material and without headwall and apron constructions

- Culvert maintenance only.

The maximum value of Council's contribution towards salt drain culvert construction will be per culvert and/or per farming property unless Council considers otherwise and will be reviewed on an individual application basis.

6. Procedure

- All applications are to be received by the CEO complete with all supporting documentation,
- The application is referred to the Shire Engineer for evaluation, and any recommendation in respect thereof is placed before the next available meeting of Council for determination,
- Council at that meeting will deal with the application and may grant approval or otherwise, including referring it for budget consideration.

Note: This policy may be altered by Council from time to time without notification or obligation.

4.4 Roadside Vegetation

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

To provide guidance in roadside vegetation within the Shire.

This Policy applies throughout the Shire of Three Springs.

POLICY

This policy addresses the clearing of roadsides under the Environmental Protection Act.

Trees and scrub shall be removed as necessary for cuts, fills and general drainage works. However, every care shall be taken to preserve trees and scrub wherever possible.

Roadworks

- Trees and scrub shall be removed and kept clear to the top of the back slope of the table drain,
- Some selective clearing may be done on the inside of curves of restricted radii to improve visibility,
- Roadside burning shall be discouraged and only carried out in exceptional circumstances with permission of Council,
- Heavy wood growths on road shoulders may be slashed or treated with chemicals recommended by the Department of Agriculture and Food WA,
- Fire hazards resulting from heavy wood growth on natural treeless areas and where no wildflowers grow may be slashed if adjacent to cropped areas upon notification of Council,
- Town site streets and footpaths may be treated with chemicals recommended by the Department of Agriculture and Food WA.

General

- No firebreaks shall be constructed on road reserves. Provision of firebreaks is to be considered when fence is set back.
 - Reinstatement of trees with introduced varieties may be considered for rural areas damaged during construction.
 - In town site areas trees shall be planted on opposite side of the roadway to existing power lines. Trees growing to a maximum height of 4-5 metres are to be planted wherever possible.
 - Chemicals shall be used on declared plants.
1. If a landowner is having problems with native vegetation growing through their fence, they are permitted to prune a branch or limb causing the problem but will not be entitled to clear a strip outside their boundary on the road reserve.

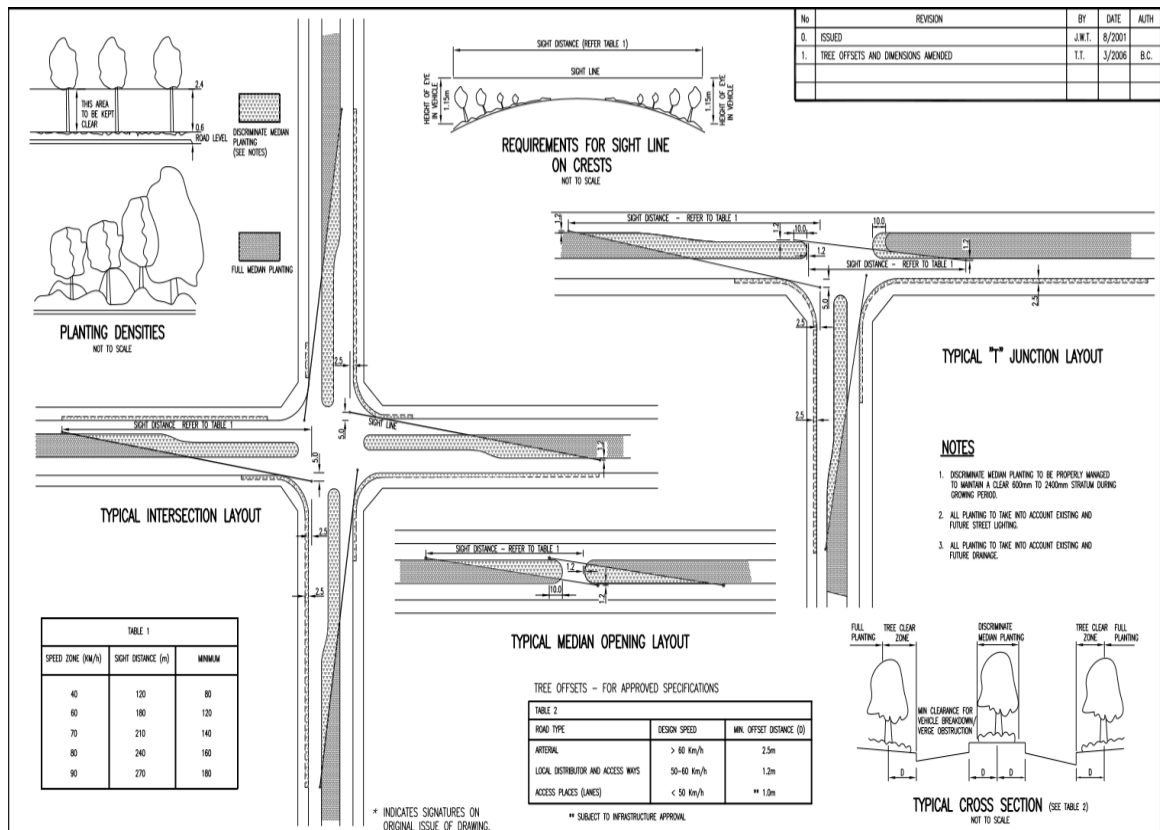
2. The Three Springs Shire Council agrees to make available, free of charge, Council plant and operator during normal working hours to any landowner who wishes to either clear a fence line or rip land in preparation for re-vegetation under the following conditions:
- i) The road is considered by Council to be of such a narrow width that any future roadwork enhancements will result in the clearance of most of the vegetation from this road reserve.
 - ii) That the landowner is prepared to set his fence back a recommended minimum of 20 metres from the roads centre and re-vegetate this section of land: or If the fence is to remain where it is, the landowner is prepared to re-vegetate a corridor inside his fence line of a recommended minimum of 20 metres from the roads centre.
 - iii) Such work will be carried out at Council's convenience and where practicable be incorporated into the roadworks program for this location or when plant is within close proximity to the location in question.
 - iv) Such work will be carried out within Council budgeting constraints for roadworks during that particular financial year.
 - v) All land will remain in the ownership of the original landowner when a fence set-back procedure is undertaken unless otherwise negotiated by Council and the Landowner where there will be no change to existing land title. The original boundary fence line is to be delineated to ensure it can easily be identified where Council and landowner responsibilities are.
 - vi) The landholder shall not be entitled to remove any trees or scrub from the road reserve under either of these options.
- Maintenance of the road reserve trees, or scrub shall be the responsibility of the Council.

Tree Planting

- No trees are to be planted on road reserves without Council approval.
- No tree planting will be permitted on twenty-metre-wide road reserves.
- No trees are to be planted within 9 metres of the outside of the road pavement.
- Trees should not be planted within five metres of the top of the back cut of the table drain.
- Trees planted on road reserves become Council property and may be removed at any time at Council's discretion if the trees become a hazard or interfere with future road works.
- Where trees are planted on a private basis the planting, watering and maintenance of the trees is entirely the responsibility of the adjoining landholder who undertakes the planting.

The entire Road Verges Policy shall be administered at the discretion of the CEO.

Standard Drawings:



4.5 Lighting Management Policy

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		

PURPOSE

The Shire of Three Springs (“the Shire”) Lighting Management Policy outlines the commitment and objectives regarding management of current and proposed lighting within the Shire as it seeks to develop Astrotourism to diversify the regional economy, grow tourism and create jobs.

POLICY

This Policy will assist the Shire to consider the impacts of lighting associated with rural, urban or other development including roads, industry and buildings when considering replacing existing lighting infrastructure, installing new lighting infrastructure and planning new developments. The Shire may impose conditions in relations to the design of light fittings, shielding of light, the design and operation of development and hours of lighting operation to manage contribution to artificial skyglow.

It is the Shire’s policy to implement the following good lighting design principles to maintain and improve the quality of the dark night sky in its efforts to develop Astrotourism within the region.

The principles can be applied to any situation where protecting and conserving the night sky is important. Application of the principles benefit not only Astrotourism, but also astronomy, heritage, human health, safety, energy, wildlife, environment and ecological values.

BACKGROUND

The inappropriate or excessive use of artificial light is known as light pollution. The International Dark Sky Association (IDA) states that components of light pollution include:

- Skyglow – brightening of the night sky over inhabited areas
- Glare – excessive brightness that causes visual discomfort
- Light trespass – light falling where it is not intended or needed
- Clutter – bright, confusing and excessive groupings of light sources

Skyglow impacts the view of the night sky. The International Astronomical Union describes that “wasteful light from artificial sources emitted upward (at horizontal angles and higher) is scattered by aerosols such as clouds and fog or small particulates like pollutants in the atmosphere. This scattering forms a diffuse glow that can be seen from very far away. Skyglow is the most commonly known form of light pollution.”

Good lighting design principles are important considerations to manage skyglow to enable Astrotourism development. The Shire acknowledges Astrotourism activities can be of benefit economically and to the wider community. Astrotourism can:

- Increase visitor numbers, overnight stays and visitor spending;
- Diversify and increase employment;
- Increase regional economic development opportunities for Aboriginal Astronomy enterprise, tourism business and private investment in assets such as accommodation;
- Grow community capacity; and
- Raise the awareness within a community to apply for accreditation through the IDA International Dark Sky Places (IDSP) Program, founded in 2001.

The Shire also acknowledges that regional Western Australia has comparative international advantages for Astrotourism activities. These include:

- Low levels of artificial light pollution;
- Clear and dry skies
- Southern Hemisphere night sky location;
- International space science projects such as the \$1.3B Square Kilometre Array radio telescope.

4.6 Standard Drawings

Adoption		
Date	Meeting	Council Decision
17 June 2020	OCM	034/2020
Review		
Date	Meeting	Council Decision
17 June 2021	OCM	
No.	Title	
Legislative Reference		
Local Government Act 1995 s.5.41 (f), Rules of Conduct Reg 3(d), s.2.8(1)(d) of the Local Government Act 1995, s.2.8(1)(d) of the Local Government Act 1995, s.5.93 of the Local Government Act 1995		

PURPOSE:

The purpose of these documents is to ensure that construction within the Shire of Three Springs is built and maintained to a safe standard and ensuring consistency of design.

The standard drawings contain comprehensive technical information, installation procedures, permissible materials, guidelines and specifications.

POLICY

A document to ensure that construction within the Shire is built and maintained to a safe standard within the Shire's requirements.

1. Local government Guidelines for Subdivision Development October 2017.

The Local Government Guidelines for Subdivisional Development are for developers, planners, engineers, technical consultants and contractors involved in subdivisional design and construction.

They can be interpreted as setting out the minimum requirements that should be accepted by a Local Government in granting clearance of the engineering conditions imposed on a subdivision by the Western Australian Planning Commission (WAPC). The Commission is the subdivision approval authority in Western Australia acting under the Planning and Development Act 2005.

The Guidelines provide best practice engineering design and construction standards for important community infrastructure such as roads, drainage, parks, footpaths and tree planting.

The Guidelines encompass current legislation and best practice minimum engineering standards. They are intended to guide Local Government and the development industry through engineering specification, construction and post-construction subdivision approval.

2. The Shire of Three Springs practices the City of Wanneroo Infrastructure Standard Drawing

Appendix 1 – 05 Procurement Policy. Quote/tender Assessment Templates

Evaluation Reports

RECOMMENDATION REPORT-VERBAL or WRITTEN QUOTATION

QUOTATION NUMBER:
TITLE OF QUOTATION:
ESTIMATED CONTRACT VALUE
DATE:
FILE REF No:

SECTION A: OUTLINE THE REQUIREMENT

SECTION B: SUPPLIERS INVITED TO QUOTE

Supplier Name and ABN	Contact Details (name, phone, email, address etc.)	Date Quotation Issued

SECTION C: NUMBER OF QUOTATIONS RECEIVED

Refer to purchasing policy for number of quotations required to be obtained

Respondent Name	Quotation Price \$	Date Quotation Received	Records System Ref for Quotes

SECTION D: EVALUATION METHODOLOGY

To be completed if qualitative criteria were included in the Quote

Selection Criteria	Methodology / Delivery	Experience of Key Personnel	Previous company experience	Selection Criteria 4	Selection Criteria 5	Total Weighted Score	Ranking
Respondent's Name							
Respondent A	XX%	XX%	XX%	XX%	XX%	XX%	X
Respondent B							
Respondent C							
Respondent D							
Respondent E							

Evaluation By (Name):	Title

SECTION E: BASIS OF RECOMMENDATION

Justification – Include why a respondent was successful and why others were not.

Recommendation			
Requesting Officer's Name:		Signature:	
Position:		Date:	
Approval (in accordance with delegated authority)			
Approving Officer's Name:		Signature:	
Position:		Date:	

TENDER EVALUATION REPORT

<u>Template notes – delete prior to finalising this document</u>	
Blue Text	Must be completed, amended or deleted, as required.
Red Text	Is guidance / example / instructional information only and must be deleted prior to finalising the document

Prepared by Name of Evaluation Chair and Evaluation Process Facilitator

Date: <insert>

Contents

1.0	Executive Summary	
2.0	Background	43
2.1	Contract Overview	46
2.2	Procurement Plan	46
2.3	Contract Term	46
2.4	Rebate Model	46
2.5	Anticipated Contract Value	46
3.0	RFT Process	46
3.1	Overview	46
3.2	Pre Tender Notification	46
3.3	Advertisement	46
3.4	RFT Open Period	46
3.5	RFT Closing Date	46
3.6	Tenders Received	46
4.0	Evaluation Details	47
4.1	Participants	47
4.2	Evaluation Material	47
4.3	Evaluation Process	47
4.4	Evaluation Criteria	47
5.0	Evaluation Summary	48
5.1	Supply Regions	48
5.2	Referee Reports	49
5.3	Financial Report/Adverse Risk Report	49
5.4	Assessment Summary	50
6.0	Category Assessment	50
	Category	50
	Appendix A - Pre-Tender Notification	55
	Appendix B – Received Tenders	55
	Appendix C - Evaluation Criteria	73
	Appendix D – Supply Regions	76
	Appendix E - Referee Reports	82
	Appendix F - Financial Check Reports	Error! Bookmark not defined. 84

1. Executive Summary

The Shire of Three Springs undertake an open public tender process to appoint a suitable Contractor/s for the supply of <insert description of goods, services and/or works required>.

The scope of this tender included:

- Insert major items

Very briefly discuss the background to this contract being developed (are there previous contracts, how has this contract come into being, what is different from previously or why is there a need for a new contract?). You may wish to mention, regulatory or environmental changes, technological advances, convergent technology etc.

Discuss the anticipated through put (\$value) of contract spend.

The length of contract (in number of years) – both initial and any proposed extensions (eg 2 x 2 years).

Highlight process to date – eg: EOI then RFT; public tender.

Are there any categories in this contract – and if so what are they?

< Number> of Tenders were received by the deadline of the Request for Tender. The Tender submissions were reviewed by an evaluation panel consisting of <details of evaluation panel, including names and titles, and organisations>.

Of the companies not appointed, the tender process identified insufficient technical capacity or resources. *Also list any other reasons eg financial due diligence undertaken.*

The company < company name> are recommended for appointment to the new [Subject], subject to contracting and satisfaction of outstanding clarifications and minor variations.

Recommendation

That this report be approved and that the tenderer recommended for appointment be offered a Contract for [Subject]subject to contracting and satisfaction of minor variations.

It is further recommended that the CEO be given delegated authority to award the Contract subject to the above conditions being met, or if required, to enter into negotiations with the second preferred respondent.

Recommended by (evaluation panel members):

{{Sig_es_:signer1:signature}}

<name>

<title & organisation>

{{Sig_es_:signer2:signature}}

<name>

<title & organisation>

{{Sig_es_:signer3:signature}}

<name>

<title & organisation>

Endorsed by:

{{Sig_es_:signer4:signature}}

<name>

<title & organisation> according to procurement delegations schedule

Approved by:

{{Sig_es_:signer4:signature}}

<name>

<title & organisation> according to procurement delegations schedule

1.0 Background

Title

The Shire of Three Springs issued an RFT for [name of contract] as an open/closed/restricted tender.

1.1 Contract Overview

Provide a brief overview of the Contract.

The scope incorporates: <scope>

1.2 Contract Term

The new Preferred Supplier contract will be for an Initial Period of <contract term> year initial term, plus extension options for a maximum period of <number of extensions> each for <number> of years. These are exercisable in any increment at the absolute discretion of the Principal. The commencement date is intended to be <date>.

RFT Process

1.3 Overview

Describe the RFT process.

1.4 Planning Process

A Procurement Business Case was approved by < person, title, position> on < date> and a Procurement Plan was approved by < person, title, position> on <date>.

1.5 Pre-Tender Estimate

The estimated contract value (ECV) is \$xx per year, with an aggregate of \$xx across the xx year/term of the contract.

1.6 Pre Tender Notification

Pre Tender notification was provided to potential suppliers (provided in Appendix A) who had previously registered their interest.

OR

A pre-tender notification was not issued.

1.7 Advertisement

The Request for Tender was advertised in the West Australian < date>, the Shire of Three Springs website on < date> and Tendering Portal (e.g. Tenderlink at www.tenderlink.com/walga) on <date>.

Include copy of the advert here.

1.8 RFT Open Period

<xx> addenda were issued during the RFT Open Period and a number of clarifications were provided. The RFT close date was extended by <xx> hours/days due to <reason>.

1.9 RFT Closing Date

The RFT closing date was <date> at <time> WST.

1.10 Tenders Received

<xx> submissions were received. A list of the Tenders received is provided in Appendix B, including a breakdown/matrix of categories.

Formal requests for acceptance of late tenders were received from:

- list companies

In accordance with the RFT process, the Shire of Three Springs declined to accept the late submissions for consideration.

OR

There were no formal requests for late tenders to be accepted.

2. Evaluation Details

1.5 Participants

The evaluation panel members are listed in the table below. The panel assessed all categories.

OR

The evaluation panel members are listed in the table below, together with information on the categories they evaluated.

If using the latter, then insert a column into the table below and list the categories each evaluation panel member was involved in.

Name	Title & Organisation	Role
		Voting/non-Voting
		Voting/non-Voting
		Voting/non-Voting
		Voting/non-Voting
		Technical Consultant

Declarations were collected from all evaluators for confidentiality and procedural fairness including conflict of interest.

1.6 Evaluation Material

After signing the declaration and prior to the evaluation, each panel member was provided with a list of respondents and reconfirmed there was no conflict of interest. They were then provided with:

- (a) a copy of each tender submission; and

- (b) an overview of the scoring matrix and process; .

The responses were assessed using < methodology e.g. online environment or paper based methodology>.

Please discuss in this section:

If an evaluation panel member discovered, on receiving the list of respondents, that there was a conflict of interest or potential conflict of interest – how was this resolved?

1.7 Evaluation Process

The Tender responses were evaluated as follows:

Section(s)	Evaluators
Compliance and Disclosure Criteria (non-weighted)	
Qualitative Criteria - Demonstrated Experience	
Qualitative Criteria – Technical Capacity	
Qualitative Criteria – Corporate Social Responsibility	
Pricing	

The evaluation process consisted of:

- (a) each panel member individually read and assessed each tender. The assessment was based on the member allocating a score against the selection criterion resulting in an overall score determining their ability to provide the services.
- (b) discussion with any technical consultants to the panel *(please clearly identify what category were they involved in and what they did)*.
- (c) the panel discussed the tenders and reviewed the technical consultant's advice, and then reached a consensus on the shortlisted *(if a two (2) stage approach is adopted)* or preferred Tenderers *(if a single stage approach is adopted)*;
- (d) Reference checks and financial due diligence on short listed *(if a two (2) stage approach is adopted)* or preferred Tenderer(s) *(if a single stage approach is adopted)* was undertaken;
- (e) a recommendation was drafted;
- (f) The evaluation report was endorsed by the Evaluation panel; and
- (g) The recommendation was finalised for CEO/Council endorsement and approval.

1.8 Evaluation Criteria

The selection criterion utilised in this Request for Tender consisted of Compliance and Disclosure, Qualitative and a non-weighted pricing assessment.

The Compliance and Disclosure criteria were not point scored and were assessed on a Yes/No basis as to whether the criterion is satisfactorily met. A 'No' statement by the Tenderer does not automatically disqualify the Tenderer's response from proceeding through to assessment of the qualitative criteria.

A scoring system was used as part of the assessment of the weighted qualitative criteria. The Evaluation Criteria and scoring system is outlined at Appendix C.

2 Evaluation Summary

2.1 Assessment Summary

A summary statement for each Tenderer follows. The summaries have been prepared for the purpose of providing feedback to Tenderers and as a brief overview of the principal issues used by the Evaluation Panel to reach a decision on the preferred Tenderers. The summaries are not meant to cover all criteria and issues discussed by the Evaluation Panel. A full outline of the evaluation for each tenderer is contained within Appendix D.

All submissions were processed through to the qualitative/price evaluation on the basis that all compliance criteria had been met for the purposes of assessment.

OR

The following respondents did not pass through to the qualitative/price evaluation part of the process. The summary statements include the reasons why this occurred.

Insert list respondents that did not meet compliance criteria:

Minor issues associated with compliance criteria were identified through assessment to be further addressed through resulting shortlisting and contracting. These are detailed in the summary of submissions.

Tenderer		
Summary	Summary of response.	
Compliances	Summary of compliances.	
Criteria	Score %	Summary of Evaluation Panel Findings
Organisational Structure		
Service Delivery		
Corporate Social Responsibility		
Total Overall Score		
Consultant's report	Insert summary of Technical Consultant's report (if relevant). If not relevant, then delete this row.	
Price Offer	Summarise findings on pricing offered by this Tenderer. If there are different pricing mechanisms for each category, then pricing also needs to appear in the category assessment section.	
Recommendation	It is recommended/not recommended that Tenderer be appointed to the [Subject].	

Repeat above table for each respondent.

If there are several categories for the contract, then seek advice from procurementservices@walga.asn.au as we can provide a template.

2.2 Referee Reports

As part of the evaluation process, referees were contacted for the shortlisted or preferred Tenderer(s). At least one reference was obtained for each shortlisted or preferred Tenderer. Two referee checks were obtained where an issue was highlighted.

No issues were raised by referees that were of concern to the panel.

Or

Referees raised concerns regarding the following Tenderer(s):

Insert name or organisation and list of concerns.

An overview of the referee reports and the questions asked is contained in Appendix E. Reference details are contained on file and accessible if required.

2.3 Financial Report/Adverse Risk Report

As part of the evaluation process an independent financial check/adverse risk report was undertaken on the preferred Tenderer(s). These reports were supplied by <insert name of organisation> and are contained on file and accessible if required.

No issues were raised during this part of the process.

Or

The following Tenderer(s) were found to be of concern:

- *Insert organisation name and reason.*

An overview of the financial check/adverse risk report reports is contained in Appendix F.

3. Recommended Respondent/s

The Evaluation Panel recommends that < preferred tenderer's name> be accepted as having presented the most advantageous Offer and best value for money to the Shire of Three Springs. This is subject to any satisfactory contract negotiations and resultant amendments.

It is further recommended that the CEO be given delegated authority to award the Contract subject to the above conditions being met, or if required, to enter into negotiations with the second preferred Tenderer.

Appendix A - Pre-Tender Notification

The following Suppliers were identified as parties of interest in this Request for Tender process and were provided with a Pre Tender notification.

- *List suppliers*

OR

Not Applicable

Appendix B - Received Tenders

The following table show what Tender responses were received.

Tenderer	Submission Date

Appendix C - Evaluation Criteria and Scoring System.

The following Non Weighted Criteria was used for this RFT.

Copy here from the Procurement Plan.

The following Weighted Criteria was used for this RFT:

Copy here from the Procurement Plan.

The following scoring criteria was used for evaluating this RFT:

Score	Description
0	The Tenderer failed to respond to the criterion, therefore the Evaluation Panel is not confident that the Tenderer would be able to meet the requirements of the Request.
1	The Tenderer provided an inadequate response to the criterion. The Evaluation Panel is not confident that the tenderer would be able to meet the requirements of the Request to the required standard.
2	The Tenderer provided an inadequate response to the criterion. The Evaluation Panel has critical reservations that the tenderer would be able to meet the requirements of the Request to the required standard
3	The Tenderer provided a sub-standard response to the criterion. The Evaluation Panel has major reservations that the tenderer would be able to meet the requirements of the Request to the required standard
4	The Tenderer provided a poor response to the criterion. The Evaluation Panel has minor reservations that the tenderer would be able to meet the requirements of the Request to the required standard
5	The Tenderer provided a reasonable response to the criterion. The Evaluation Panel was reasonably confident that the tenderer would be able to meet the requirements of the Request to the required standard
6	The Tenderer provided a good response to the criterion. The Evaluation Panel was reasonably confident that the tenderer would be able to meet the requirements of the Request to the required standard
7	The Tenderer provided a very good response to the criterion. The Evaluation Panel was reasonably confident that the tenderer would be able to meet the requirements of the Request to a very good standard.
8	The Tenderer provided a superior response to the criterion. The Evaluation Panel was highly confident that the tenderer would be able to meet the requirements of the Request to a high standard.
9	The Tenderer provided an excellent response to the criterion. The Evaluation Panel was very confident that the tenderer would be able to meet the requirements of the Request to a high standard.
10	The Tenderer provided an excellent response to the criterion. The Evaluation Panel was extremely confident that the tenderer would be able to meet the requirements of the Request to a very high standard.

Appendix D – Full details of evaluation

Insert the complete set of evaluation scores into this section, including each criterion within each category (if applicable).

Appendix E - Referee Reports

Insert a copy of the referee questions asked.

The following table summarises the feedback received from referee checks for each of the Tenderers. Full details are available in a separate document.

Tenderer	Name of Referee, Position and Organisation	Feedback Summary

Appendix F - Financial Check Reports

The following table summarises the results of the financial check performed on the Tenderers.

Tenderer	Financial Check Result

TENDER EVALUATION HAND BOOK

Prepared by:

Date:

BACKGROUND

Title

The Shire of Three Springs issued a Request for Tender for project

Scope

Use of This Workbook

The purpose of this evaluation handbook is to assist members of the Evaluation Panel (the Panel) assess the tender submissions. The evaluation handbook provides information in relation to:

- (a) the evaluation process and timetable of events;
- (b) scoring tender submissions and procedural fairness; and
- (c) scoring sheets and a declaration of confidentiality and interest form to be completed by each panel member.

EVALUATION PANEL

Key Objectives

The key objectives of the evaluation panel are to:

- (a) make a recommendation, to the CEO, as to the Tenderer that best represents value for money;
- (b) ensure the assessment of tender submissions is undertaken fairly according to a predetermined weighting schedule;
- (c) ensure adherence to Local Government policies and legislation; and
- (d) ensure that the requirements specified in the Request are evaluated in a way that can be measured and documented.

The CEO makes the final decision and awards the contract.

Evaluation Panel Members

The members of this evaluation panel are:

Name	Organisation	Job Title	Voting/Non-Voting Member

THE EVALUATION PROCESS

Summary

The proposed evaluation process is as follows:

- (a) Following the closing of tenders, panel members will receive a copy of each tender submission and this evaluation handbook;
- (b) The handbook will contain an evaluation scoring sheet and comparative price schedule for each of the Tenderers;
- (c) Panel members will individually score each tender submission using the 0 – 5 rating scale provided in this handbook;
- (d) The panel will then meet and reach a consensus score for each tender submission;
- (e) The panel shall reach a consensus as to the recommended Tenderer or Tenderers to be short-listed for further clarification;
- (f) A draft evaluation report will then be written which summarises the evaluation process;
- (g) Panel members, once satisfied with the content of the evaluation report, shall sign off on the evaluation report;
- (h) The evaluation report will then be considered for endorsement by the Principal, and depending on the contract value, may need to be submitted to the State Tenders Committee for endorsement;
- (i) Upon endorsement and finalisation of any outstanding issues, an acceptance letter will be issued to the successful Tenderer to commence negotiations.

TIMETABLE OF EVENTS

Timetable

For this Request, the proposed timetable of events is as follows:

Task	Date
Tender Opening and Registration:	
First pass tender evaluation & preliminary shortlisting	
Handout of shortlisted tender submissions and evaluation handbooks:	
Evaluation panel members individually qualitatively assess tender submissions:	
Evaluation panel consensus meeting to discuss tender submissions:	
Clarification/shortlisting process (if required):	
Evaluation report draft prepared by:	
Evaluation report finalised and signed off by each panel member by:	

Tender Submissions Received

The following organisations have made a submission:

- (a)
- (b)

PROCEDURAL FAIRNESS

Definition

Procedural fairness is defined as the duty to act fairly and the duty to adopt fair procedures that are appropriate and adapted to the circumstances of a particular case. Officers evaluating tenders have a legal obligation to act fairly.

The Requirements of Procedural Fairness

Knowledge

Before commencing the tender selection process, panel members must have an understanding of the contents of each tender submission; the selection criteria against which tenders will be rated; and the process by which each tender will be rated.

Relevant Considerations

Panel members must consider all relevant considerations related to each tender. This would include the Tenderer's responses to the selection criteria, and all other information Tenderers were required to supply.

Irrelevant Considerations

The tender selection process must not be based on irrelevant considerations, that is, anything outside the selection criteria or information requested in the tender.

Bias

The tender selection process must be free of bias, and any perception of bias. Any connections between a panel member and a Tenderer must be disclosed to the panel chairperson. Any possible issue of bias should be discussed with the panel chairperson as soon as it arises.

Probative Evidence

Tender ratings and selections must be made on the basis of the material requested and included in the tender submissions rather than mere speculation or suspicion.

Confidentiality

The contents of each tender should not be disclosed to any outside party. Each tender should be viewed as commercially confidential information.

Commenting during the Tender Selection Process

The panel chairperson is the only person permitted to comment to outside parties about the tender selection process and outcome.

SCORING THE TENDER SUBMISSIONS

Summary

In this section information will be provided as to:

- (a) the concept of value for money and the Regional Price Preference;
- (b) assessing the different components of the tender submission; and

- (c) the scoring rating scales.

Value for Money

Value for money focuses on the best outcome for the Local Government as a whole considering price, economic, environmental and social benefits. Value for money also requires consideration of Government policy, and specifically values such as open competition, efficiency, ethics and accountability.

When price is not weighted a value-for-money evaluation must be conducted where the final qualitative criteria score is weighed up against the price. A Relative Value for Money Index shall be calculated where a value for money decision is not immediately apparent.

Regional Price Preference

A Local Government located outside the metropolitan area may give a regional price preference to a regional Tenderer by reducing the bid price by:

- (a) up to 10% — where the contract is for goods or services, up to a maximum price reduction of \$50 000;
- (b) up to 5% — where the contract is for construction (building) services, up to a maximum price reduction of \$50 000; or
- (c) up to 10% — where the contract is for goods or services (including construction (building) services), up to a maximum price reduction of \$500 000, if the local government is seeking tenders for the provision of those goods or services for the first time, due to those goods or services having been, until then, undertaken by the Local Government.

If a regional price preference is to be given it is to be evaluated in accordance with the Local Government Policy created in accordance with Regulation 24E.

Assessing the Tender Submissions

There are 4 stages:

- **Compliance Criteria**

The purpose of this initial examination and assessment is to ensure that the bids are legal and compliant. The compliance criteria are not point scored. Rather an assessment is made on a Yes/No basis. In making this assessment, a Tenderer may not need to comply with every detail of every requirement. Tenderers should be given an opportunity to make good gross non-conformances non-material to the solution or price tendered if the processes used ensures fairness and probity.

Non-compliant tenders may be set aside from further consideration at the chairman's discretion.

- **Qualitative Criteria**

For those tenders that are compliant, an evaluation is then made of each Tenderer's response to the qualitative criteria. A rating scale of 0 – 5 is used to evaluate each tender submission. A copy of the rating scale is shown in this section.

In considering the score to be given to a Tenderer for each criterion, evaluation panel members should consider:

- (a) has the Tenderer understood the requirements of the criterion;
- (b) what is the Tenderer's capability in relation to the requirements of the criterion; and
- (c) the confidence that the Tenderer would be able to meet the requirements of the criteria

- **Price**

Including within this Handbook is a price schedule which provides information in relation to the prices submitted by Tenderers. Once the consensus is complete on the non-priced component, the Evaluation Panel will examine the

price schedule with a view to making a value-for-money judgement and a short-list of Tenderers. Any Tender clarifications required will be issued at this stage.

- **Verification of Claims**

The final stage of evaluation is to verify claims and assurances provided by the Tenderer. This will include (delete as applicable):

- Sighting of insurance certificates of currency and professional qualifications
- Referee checks
- Visual inspection of past work performed
- Plant/workshop inspection
- Site visit/inspection
- Site Visit/Assessment of staff morale
- Presentation by the supplier

Reference checks will be completed by the Evaluation Panel members on the short-listed Tenderers only.

Evaluation Rating Scale

- A rating scale of 0 – 10 (as shown below) will be used for evaluating each tender submission response to the qualitative criteria.
- The **Rating Scale** below shall be used to score each qualitative criterion.
- Half points are not acceptable.

Rating Scale

Score	Description
0	The Tenderer failed to respond to the criterion, therefore the Evaluation Panel is not confident that the Tenderer would be able to meet the requirements of the Request.
1	The Tenderer provided an inadequate response to the criterion. The Evaluation Panel is not confident that the tenderer would be able to meet the requirements of the Request to the required standard.
2	The Tenderer provided an inadequate response to the criterion. The Evaluation Panel has critical reservations that the tenderer would be able to meet the requirements of the Request to the required standard
3	The Tenderer provided a sub-standard response to the criterion. The Evaluation Panel has major reservations that the tenderer would be able to meet the requirements of the Request to the required standard
4	The Tenderer provided a poor response to the criterion. The Evaluation Panel has minor reservations that the tenderer would be able to meet the requirements of the Request to the required standard

Score	Description
5	The Tenderer provided a reasonable response to the criterion. The Evaluation Panel was reasonably confident that the tenderer would be able to meet the requirements of the Request to the required standard
6	The Tenderer provided a good response to the criterion. The Evaluation Panel was reasonably confident that the tenderer would be able to meet the requirements of the Request to the required standard
7	The Tenderer provided a very good response to the criterion. The Evaluation Panel was reasonably confident that the tenderer would be able to meet the requirements of the Request to a very good standard.
8	The Tenderer provided a superior response to the criterion. The Evaluation Panel was highly confident that the tenderer would be able to meet the requirements of the Request to a high standard.
9	The Tenderer provided an excellent response to the criterion. The Evaluation Panel was very confident that the tenderer would be able to meet the requirements of the Request to a high standard.
10	The Tenderer provided an excellent response to the criterion. The Evaluation Panel was extremely confident that the tenderer would be able to meet the requirements of the Request to a very high standard.

CHECKLIST

To ensure that the evaluation process is completed in the most efficient and effective manner, panel members should ensure, prior to the consensus meeting that they have:

- ☐ received a copy of each tender submission;
- ☐ scored each tender submission (using the scoring sheets provided) and taken sufficient notes to explain the scores;
- ☐ have completed the declaration of confidentiality and interest form; and
- ☐ brought copies of the tender submissions and scoring sheets to the consensus panel meeting.

EVALUATION SCORE SHEETS

- The evaluation sheets are shown on the following page.
- One evaluation sheet needs to be completed for each Tenderer.
- Any questions in relation to the scoring sheets or scoring process should be directed to the contact person listed on the cover of this Handbook.

Scorer's

Name:

1. **COMPLIANCE CRITERIA.** The Tenderer has complied with the following compliance criteria:

Criteria	Tenderers							
	1	2	3	4	5	6	7	8
Has the Form of Tender been signed?								
Is the Price Schedule completed?								
Did the Tender acknowledge each individual Tender Addendum?								
Is a clear legal entity identified? Check for validity. (ASIC check of ABN)								
Is it an alternate tender?								
If so does it accompany a conforming tender?								
Acceptance of terms and conditions of contract and scopes.								
Are there any qualifications to the tender conditions?								
Do they comply with the Conditions of Tendering?								
ER Management Plan included								
HSEC Management Plan included								
Three Referees provided								
Have the insurance details been completed? Is proof attached?								
Evidence of licensing required by Act or Regulation								
Company background/financial provided								

Tenderer Name	Comments on Compliance Criteria

2. **QUALITATIVE CRITERIA**

Scorer's

Name:

Criteria						
	Score	Comment	Score	Comment	Score	Comment
Relevant Experience						
Key Personal Skills and Experience						
Tenders Resources						
Demonstrated Understanding						

3. PRICE

Comments about the Tenderer's price submission:

The price schedule was compliant.

4. OVERALL COMMENTS

COMPARATIVE PRICE SCHEDULE

The below table provides a comparative price schedule for each of the Tenderers *(insert as appropriate in accordance with the tender in question)*

<i>Tenderer</i>	<i>Price \$ Ex GST</i>	<i>Regional Price Preference</i>	<i>Total</i>

DECLARATION OF CONFIDENTIALITY & INTEREST

Each evaluation panel member is required to complete the following declaration of confidentiality and interest form. Once completed, please provide to the contact person listed on the front cover of this handbook.

Request Number:

Request Title:

I _____ (please print your name) hereby declare that:

- a) I have no pecuniary interest in any of the Tenderers that have submitted a bid for the above named Tender, and that should that situation change; I shall inform the Tender Panel chairperson immediately in writing.
- b) I have no conflict in this Tender evaluation. Should any of the Tenderers be personally known to me I shall declare such knowledge to the other members of the Tender Evaluation Panel prior to the evaluation process.
- c) I agree to keep all information relating to the Tender evaluation process confidential. Under no circumstances will the details of other Tenders be discussed, disclosed or allowed to be discussed to other Tenderers.
- d) I shall keep the results of the Tender evaluation process confidential. No indication of the likely recommendation will be discussed, disclosed or allowed to be disclosed without written approval with any party.
- e) I have received copies of the Tender submissions
- f) I shall return all Tenders and Tender documents at the completion of the Tender evaluation process.

SIGNATURE: _____ DATE: _____

WITNESS: _____ DATE: _____

If you have any queries in relation to this document please contact the responsible contact person, shown on the cover page, prior to the Tender Evaluation Panel Meeting

1. COUNCIL POLICIES - COMMUNITY

3.12 Community Crop

PURPOSE

This Policy provides an equitable, efficient, transparent, and sustainable framework for allocating Council's Arrino Community Crop to community organisations in Three Springs.

POLICY

- The crop will be allocated for three years—the crop rotation principle applies.
- The Community Crop is an asset development tool to improve community facilities' assets. The facilities assets are any part of the buildings, sports grounds and facilities that are located in the Shire of Three Springs.
- Council will assess the Community Crop submissions against the Qualitative Criteria.
- The applicants will be required to formulate a submission based on the directives in the qualitative criteria.
- Every tenth year the land will be left in fallow.
- The incoming organisation that will be cropping the land for the following three years after the fallow period will be responsible for the management of the fallow year.
- The Shire will reimburse the incoming organisation for out-of-pocket expenses up to \$10,000 associated with the management of the fallow year. Receipts will be required.
- The cropping records of all inputs are to be submitted to the Shire annually. These records must be provided to the incoming organisation at the end of the three years.

Qualitative Criteria

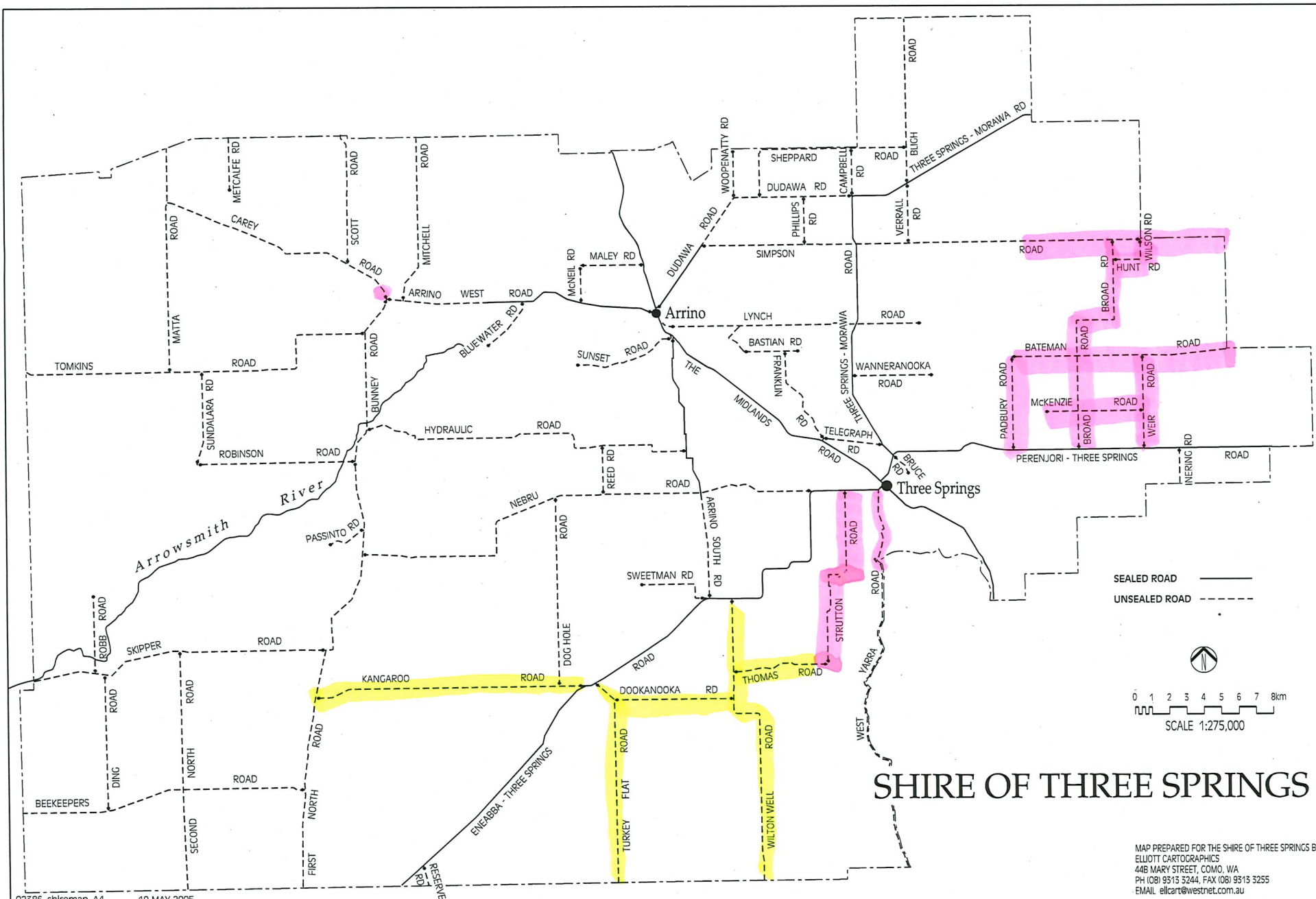
1. Alignment with Policy Purpose (a) Does the proposal improve the building, sports grounds and facilities located within the Shire of Three Springs? Supply details in an attachment and label it "Alignment with Policy Purpose" .	Weighting Yes/No	
	"Alignment with Policy Purpose" .	Tick if attached <input type="checkbox"/>
2. Key Personnel skills and experience The community organisation should provide, as a minimum, information on proposed members and personnel, to be allocated to this project, such as: (a) Who is going to manage the performance of this agreement. (b) Do you have experience in crop management. Supply details in an attachment and label it "Key Personnel skills and experience" .	Weighting <50%>	
	"Key Personnel"	Tick if attached <input type="checkbox"/>

<p>3. Demonstrated Understanding</p> <p>The community organisation must detail the process they intend to use to deliver their agreement obligations. Areas that you must cover include:</p> <p>(a) A project schedule/timeline associated with the core project.</p> <p>(b) A detailed project budget, including a clear description and cost for each project element.</p> <p>(c) Cropping: The organisation will nominate their appointed agronomist, who will advise them on the management of the cropping land. The applicant must provide an agronomist paddock plan.</p> <p>Supply details in an attachment labelled "<i>Demonstrated Understanding</i>".</p>	Weighting <50%>	
	"Demonstrated Understanding"	<p>Tick if attached</p> <p><input type="checkbox"/></p>

Shire of Three Springs

Capital Works 2021-22

			Budget	% Complete	Expected Completion Date	Comment
1	Infrastructure - Roads	Sunset Road SLK 0-5100	\$90,620.00	100%	Jun-22	The project will consist of drainage reformation and gravel Re-sheet (100mm) with gravel sourced from gravel pit on Nebru road. Sunset road is part of The Strategic Resource Plan 2016-2031 priorities a number of roads currently utilised as grain freight routes resulting in an increased frequency of maintenance and renewal and is funded through Roads to Recovery.
2	Infrastructure - Roads	McKenzie Road (Talc Lookout)	\$45,600.00	0%	Jul-22	The project will consist of drainage reformation and gravel Re-sheet (100mm) with gravel sourced from gravel pit on Nebru road. McKenzie road is part of The Strategic Resource Plan 2016-2031 priorities a number of roads currently utilised as grain freight routes resulting in an increased frequency of maintenance and renewal and is funded through Roads to Recovery.
3	Infrastructure - Roads	Lynch Road SLK 3520-11210	\$156,876.00	100%	Feb-22	The project will consist of drainage reformation and gravel Re-sheet (200mm) with gravel sourced from gravel pit on Nebru road. Lynch road is part of The Strategic Resource Plan 2016-2031 priorities a number of roads currently utilised as grain freight routes resulting in an increased frequency of maintenance and renewal and is funded through Roads to Recovery.
4	Infrastructure - Roads	Morawa Road SLK 24.50-29.86	\$300,000.00	100%	Mar-22	This Project funded as part of the Regional Road Group and is part of the shires Regional Roads Resealing 15 year plan. The scope of works is box out shoulders and reform reseal 14mm full length.
5	Infrastructure - Roads	Arrino South Road SLK 9.75-13.96	\$300,000.00	95%	Jun-22	This Project funded as part of the Regional Road Group and is part of the shires Regional Roads Resealing 15 year plan. The scope of works is to Cement stabilize SLK 10.17-10.26, 9.75 - 10.07, reseal 14mm full length.
6	Infrastructure - Roads	Dudawa Road SLK 3.53-8.39	\$300,000.00	95%	Jun-22	This Project funded as part of the Regional Road Group and is part of the Shires Regional Roads Resealing 15 year plan. Install new culvert at SLK 8.25.
7	Plant & equipment	Plant Trailer	\$18,000.00	100%	Feb-22	Received
8	Plant & equipment	Building Maintenance Trailer	\$12,000.00	100%	Mar-22	Received
9	Plant & equipment	Loader	\$300,000.00	50%	Apr-22	Loader ordered. Expected arrival April 222
	Grant Funding					
10	Infrastructure - Parks & Oval	Love Locks	\$32,370.00	0%	TBC	This project is to replace plumbing system and install monitoring boars
	Total		\$1,555,466.00			



current
 proposed

JUNE 2022



SHIRE OF THREE
SPRINGS



SHIRE NEWSLETTER

PRESIDENT'S MESSAGE

The Shire of Three Springs is starting the 'Shire Newsletter' initiative to reach all community members.

The purpose of this Newsletter is to inform Three Springs community members about our ongoing activities, upcoming events.

Shire Newsletter will be published at the beginning of each month. It will be available online on Shire Website and Facebook, at the Post Office and Shire Admin Office. In future, this Newsletter will be posted to you in the PO Box each month.

IN THIS ISSUE

- COUNCIL UPDATE
- COMMUNITY CALENDER



Silos Projection

The Shire of Three Spring's vision and mission is to make Three Springs a "healthy and unified community with a bright future". The Shire recognises tourism as a social and economic benefit to the economy of Three Springs, and the Shire has and will continue to introduce big grant-funded projects like the Main Street redevelopment, Dominican Park, Duffy's Store, Glyde Street caravan/accommodation park and the Silos Projection Project to support tourism development in the Three Springs district and on a regional and State level.



The Silo Projection Project would project images onto the silos opposite Duffy's Store to attract visitors to the town. Potential projections could be related to particular events, for example, the simulcasts of the arts, ANZAC Day, Skyworks show, road safety messages and bushfires etc. Additional to the projection of images, the projection equipment would also be utilised to hold special events such as cinema movie nights under the stars and broadcasts of special live events from within the State or nation.





Silos Projection

The Shire has successfully acquired a Lotterywest Grant to purchase a Silos projection system. The silo projection will be huge; according to WikiLeaks (May 2022), our projection may be the 9th largest projection screen globally. Regional Arts WA and Libraries WA have shown interest in providing content, which means the town could project short films/content weekly throughout the tourism season. In addition, the Shire plans to host approximately six significant events a year to make Three Springs a regional tourism destination.

The Silos Projection Project and the Duffy Store redevelopment and events are part of the Three Springs Tourism Business Case. Stakeholder engagement and consultations were part of developing the Business Case; these included workshops, community surveys and numerous meetings with local community members and businesses, state government departments, peak bodies, and other key stakeholders. More than 80% of the participants identified that both projects are 'very important' and 'important' elements that work towards making Three Springs a healthy and unified community with a bright future.

Survey Quote:

"I personally think this project overall would be a massive benefit for Three Springs and the surrounds, not just now but in the years to come, economically and socially. Offering other attractions that are just not Wildflowers would be amazing, providing all year round events or at least the shoulder months to the wildflower season. We have so much to offer and only a 3-hour drive from an international airport"





Community Gym Activation Classes

The Shire of Three Springs is organising Fitness Classes at Three Springs Gym. The Classes will be run over the 12 weeks time. The Shire has been in contact with Fabiana Ruiz from FRF Fitness to deliver the '12 Week Training Program' The Shire aims to encourage participation of community members at the gym while supporting a local business.

Week	Monday Supervised	Tuesday unsupervised	Wednesday Unsupervised	Thursday Unsupervised	Friday Unsupervised
1 to 4	Full Body Circuit Training (Adaption to Training)	Recovery Session (Optional)	Leg/Core	Recovery Session (Optional)	Back/Arms
5 to 8	Full Body Circuit Training (First Training Program Progression. Training Program will be reviewed and changed)	Recovery Session (Optional)	Leg/Core	Recovery Session (Optional)	Back/Arms
9 to 12	Full Body Circuit Training (Second Training Program Progression. Training Program will be reviewed and changed)	Recovery Session (Optional)	Leg/Core	Recovery Session (Optional)	Back/Arms

Note: The participation opportunity will be advertised online (on Facebook and Website), Yakabout and Notice Board in coming weeks.



North Midland Regional Club Development Plan

In April 2021, an Every Club Grant Scheme from the Department of Local Government, Sport and Cultural Industries (DLGSC) was funded to assist with developing a North Midlands Club Development Plan. The funding was also supplemented by contributions from the six shires (Three Springs, Coorow, Carnamah, Mingenew, Morawa and Perenjori), including direct and in-kind support.

Consultation with the North Midlands Sporting groups has occurred, and the North Midlands Regional Club Development Plan is a collaboration of the feedback from each shire regarding challenges they face within their sporting groups

North Midlands Regional Club Development Plan Strategies are developed around following listed key areas:

- Volunteering
- Funding
- Communication and Information
- Considering the Environment (Flexibility in Sporting Schedules)
- Population boost

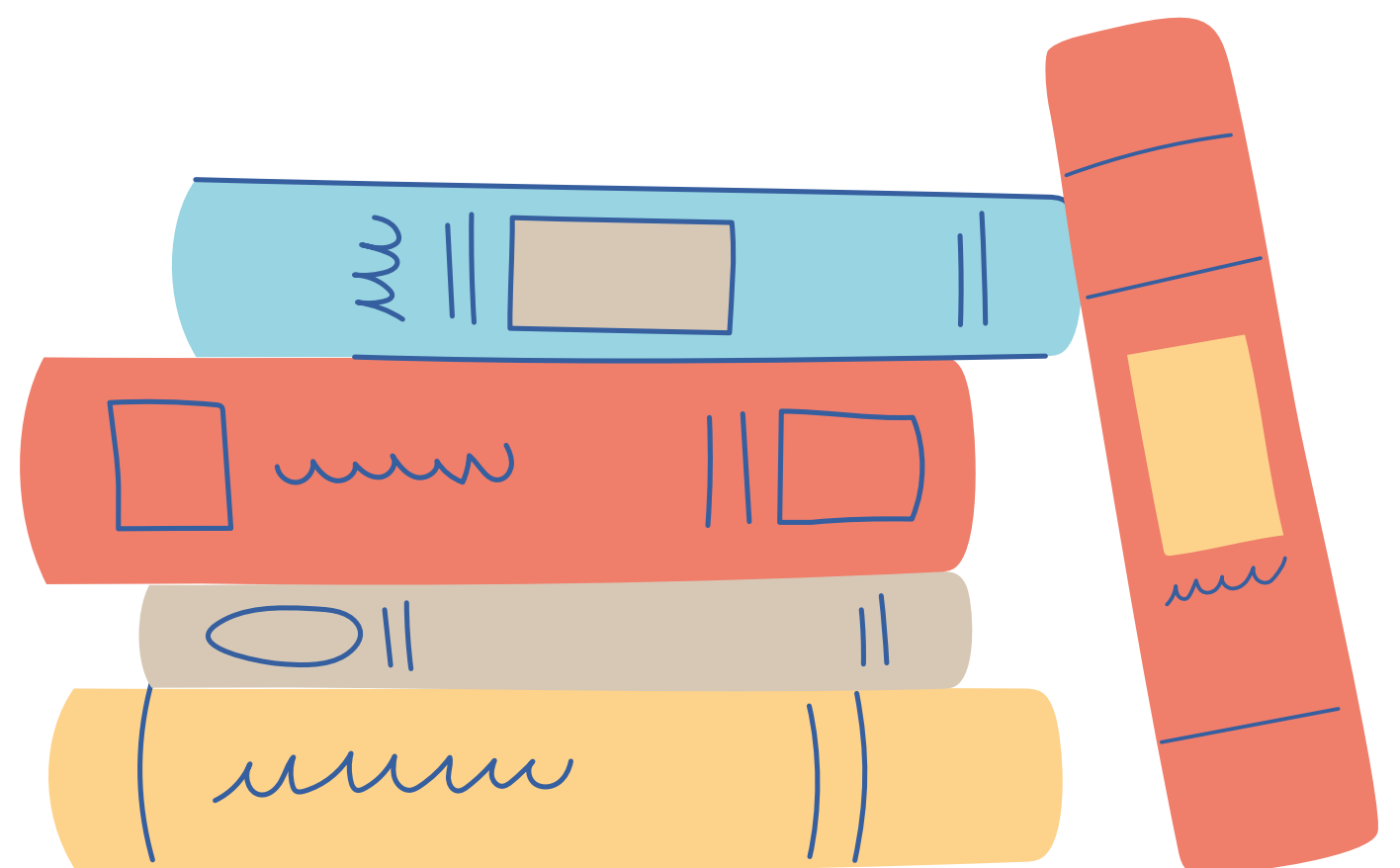
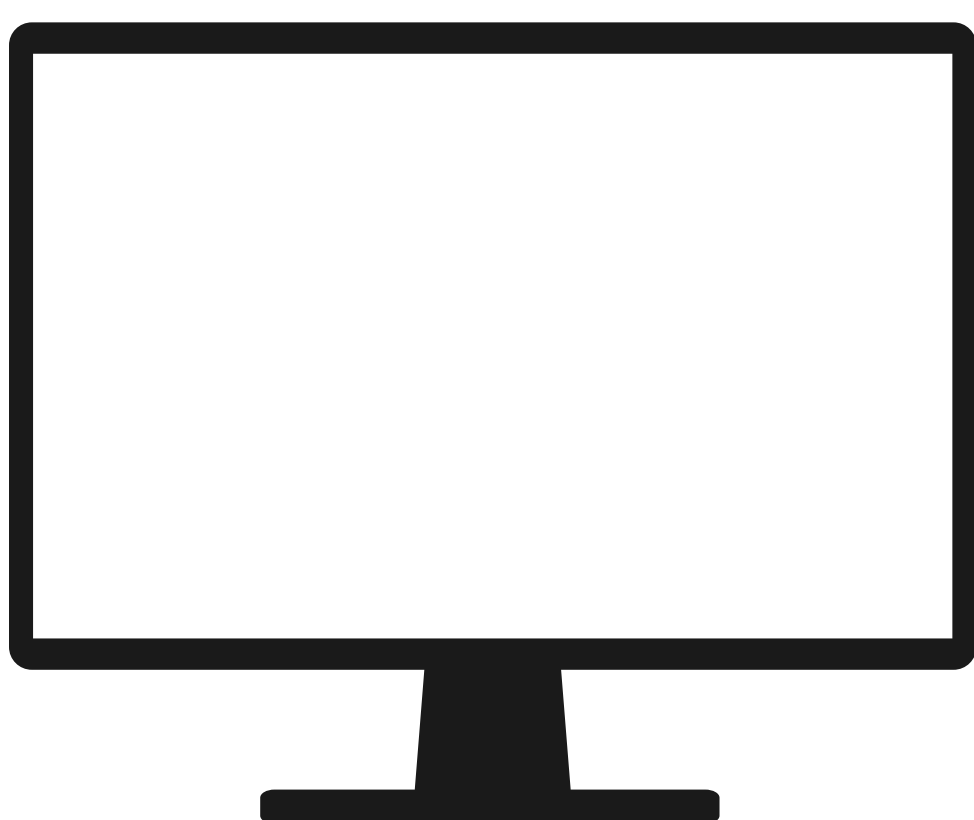


Second Computer at Shire Library.

The Shire of Three Springs secured Technology and Digital Inclusion Grant from the State Library Of Western Australia for additional computer at the Shire Library.

The Library computer can be accessed during office hours (Monday-Friday 8AM to 4PM)

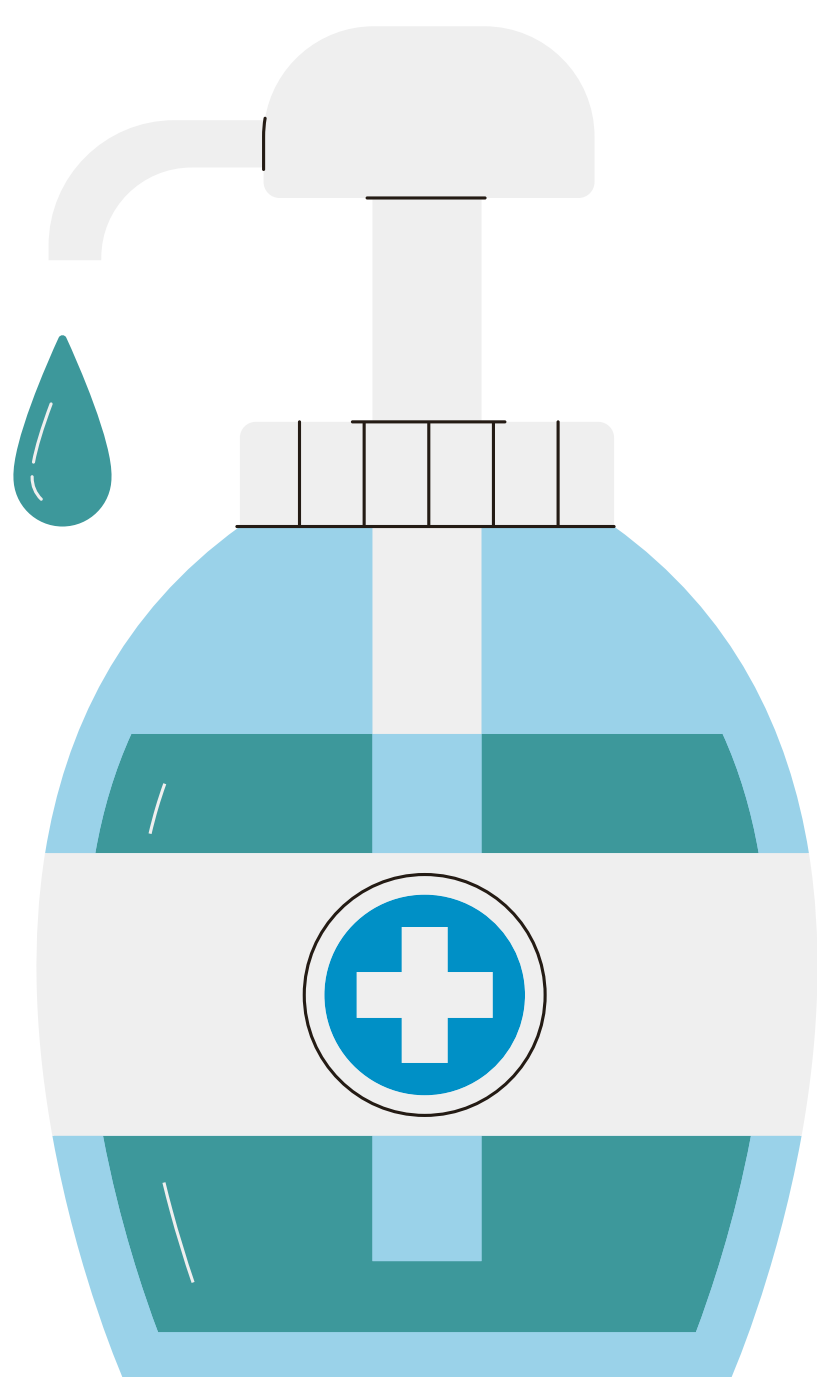
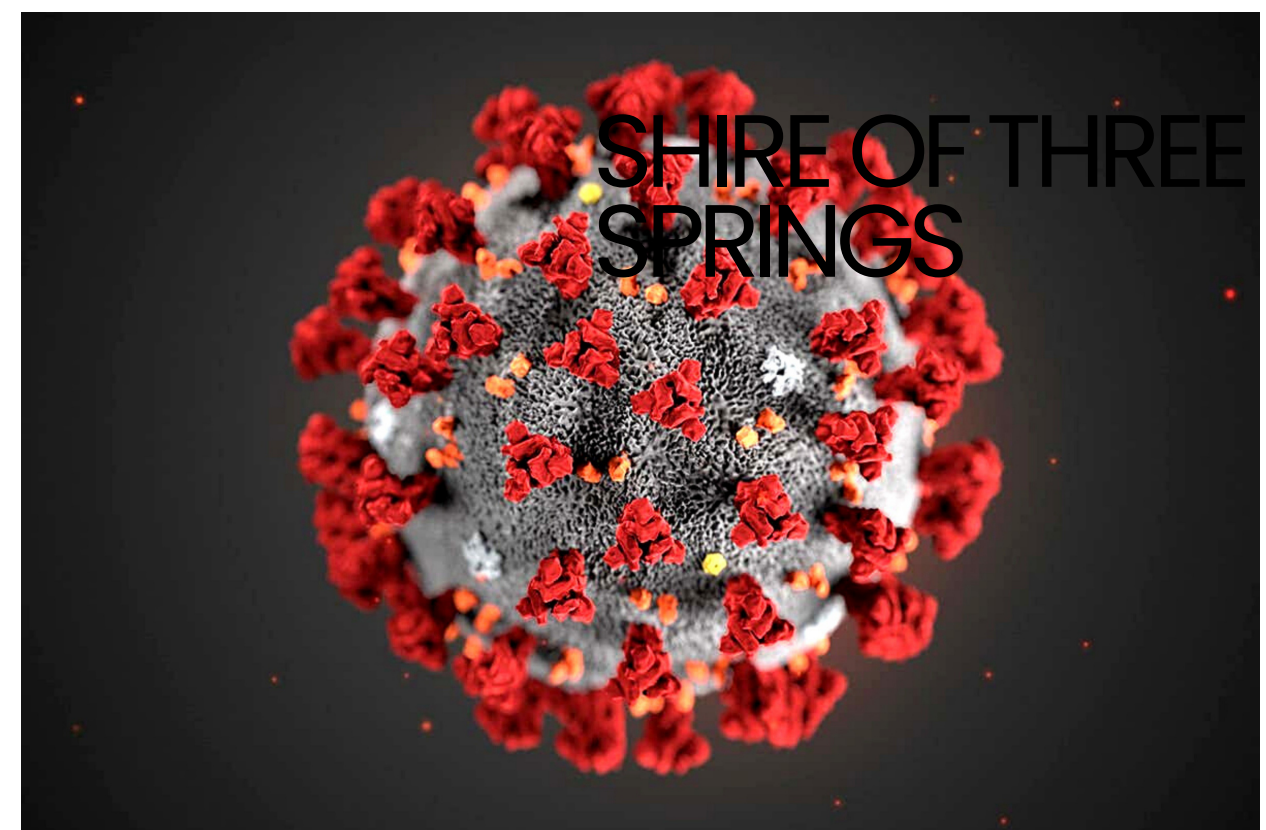
Did
You
Know?





Covid 19 Update

The State Government's Mandatory Vaccination Policy will only apply to workforces working with the most vulnerable community members from Friday, 10 June 2022.



Only workers in the following sectors will be required to be triple dose vaccinated to enter their work premises:

- Healthcare and health support workers in hospitals and primary health care settings;
- Workers in residential aged care; and
- Workers in residential disability settings.

From June 15, Directions to restrict access to Remote Aboriginal Communities will also be removed.

COMMUNITY CALENDER



SHIRE OF THREE
SPRINGS

JUNE 2022

	MON	TUE	WED	THU	FRI	SAT	SUN
WEEK 1			Community Badminton @Shire Hall From 2pm to 4pm 1	2	3	4	Botanical Printing Workshop with Sujora Conrad 5 Anglican/Uniting Church Service - Three Springs
WEEK 2	6	Indoor Bowls @Shire Hall From 9am to 12pm 7	Community Badminton @Shire Hall From 2pm to 4pm 8	9	10	Holy Mass with Fr Brian Ahearn at Old Convent Chapel @11am 11 North Midland Winter Sports TS vs CA/PJ @Three Springs	12
WEEK 3	Three Springs Visitc Centre Pre-season meeting and setup @4pm 13	Indoor Bowls @Shire Hall From 9am to 12pm 14	Community Badminton @Shire Hall From 2pm to 4pm 15	16	17	North Midland Winter Sports 18 TS vs Do @Three Springs	19
WEEK 4	20	Indoor Bowls @Shire Hall From 9am to 12pm 21	Three Springs Covid Clinic - @ Shire Hall 22 Ordinary Council Meeting at Council Chambers @ 5pm	23	Free First Aid Training by St John WA. 24	North Midland W Sports 25 TS vs Mi @Mingenew	26
WEEK 5	27	Indoor Bowls @Shire Hall From 9am to 12pm 28	29	30			



132 RAILWAY ROAD

THREE SPRINGS WA 6519

PHONE: 9954 1001

general@threesprings.wa.gov.au

Further Info: www.threesprings.wa.gov.au



Shire of Three Springs Schedule of Fees and Charges - 2022 - 2023

PROGRAMS	Proposed Fees 2022 - 2023 Total Cost	GST INC. Y/N	Authority to set Fee	General Ledger Code
GOVERNANCE				
(Freedom of Information)				
Application (Fees)	\$ 30.00	N	Set by FOI Regs 1993	3140235
Charge of Staff Members' time dealing with Application - Per Hour (Pro rata)	\$ 30.00	N	Set by FOI Regs 1993	3140235
Changes for Access - Time supervised by Staff Member - Per Hour (Pro rata)	\$ 30.00	N	Set by FOI Regs 1993	3140235
Photocopy charges - staff time - Per Hour (Pro rata)	\$ 30.00	N	Set by FOI Regs 1993	3140235
Photocopy charges	\$ 0.20	N	Set by FOI Regs 1993	3140235
Charges for time taken by staff to transcribe data between media	\$ 30.00	N	Set by FOI Regs 1993	3140235
Photocopy charges	\$ 0.20	N	Set by FOI Regs 1993	3140235
Photocopy charges	\$ 0.20	N	Set by FOI Regs 1993	3140235
Photocopy charges	\$ 0.20	N	Set by FOI Regs 1993	3140235
GENERAL PURPOSE FUNDING				
Rates				
Late Payment Penalty Interest	7.00%	N	Set by LGA 6.13	3030145
Instalment Option Interest	5.50%	N	Set by LGA 6.45	3030146
Instalment Option Admin Fees - Per Instalment	\$ 12.00	N	Set by LGA 6.45	3030120
Enquiry/Orders/Requisition Fee	\$ 100.00	Y	Council	3030121
Rate payment by special arrangement	\$ 25.00	Y	Council	3030121
Dishonour Cheque Processing fee	Actual Cost	Y	Council	3030201
Sale of Council Publications				
Electoral Roll (Email PDF Copy)	\$ 11.50	Y	Subject to LGA Admin Reg 29B	3030221
Council Minutes	No Charge			
Printing/Photocopying/Facsimile/Email				
Black Only				
Photocopying per single sheet A4 B&W	\$ 0.40	Y	Council	3030220
Photocopying per double sided A4 B&W	\$ 0.65	Y	Council	3030220
Photocopying per single sheet A3 B&W	\$ 0.65	Y	Council	3030220
Photocopying per double sided A3 B&W	\$ 1.20	Y	Council	3030220
Colour				
Photocopying per single sheet A4 Colour	\$ 0.65	Y	Council	3030220
Photocopying per double sided A4 Colour	\$ 1.00	Y	Council	3030220
Photocopying per single sheet A3 Colour	\$ 1.00	Y	Council	3030220
Photocopying per double sided A3 Colour	\$ 1.70	Y	Council	3030220
Facsimile				
Facsimile (Outgoing) per minute 1 Page	\$ 1.15	Y	Council	3030220
Facsimile (Outgoing) Additional Page	\$ 1.15	Y	Council	3030220
Facsimile (Incoming) Additional Page	\$ 1.15	Y	Council	3030220
Laminating & Binding				
Laminating A5 Per Page	\$ 1.20	Y	Council	3030219
Laminating A4 Per Page	\$ 2.00	Y	Council	3030220
Laminating Business Card - ID Cards	\$ 0.50	Y	Council	3030220
Laminating A3 Per Page	\$ 2.85	Y	Council	3030220
Binding Per Document	\$ 5.70	Y	Council	3030220
Email				
Send Scan EMAIL - 1st Page	\$ 2.30	Y	Council	3030220
Send Scan EMAIL - Additional Page	\$ 0.60	Y	Council	3030220
INTERNET ACCESS POINT COMPUTERS				
Internet Access - 1/2 Hour	\$ 3.50	Y	Council	3030220
Internet Access - 1 Hour	\$ 5.50	Y	Council	3030220
Printing per page A4 B&W	\$ 0.60	Y	Council	3030220



Shire of Three Springs Schedule of Fees and Charges - 2022 - 2023

PROGRAMS	Proposed Fees 2022 - 2023 Total Cost	GST INC. Y/N	Authority to set Fee	General Ledger Code
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YAKABOUT - LOCAL NEWS

Sale Price

Per Issue	\$ -		Council	3040200
Annual Subscription (Electronic Copy - FREE) Link via EMAIL..	\$ -		Council	3040200
Annual Subscription (hard copy)	\$ -		Council	3040200

Advertising Charges - Business/Commercial

Prepared

Full Page (Black and White)	\$ 41.20	Y	Council	3040200
Full Page (Colour)	\$ 164.80	Y	Council	3040200
Half Page (Black and white)	\$ 20.60	Y	Council	3040200
Half Page (Colour)	\$ 82.40	Y	Council	3040200
Quarter Page (Black and White)	\$ 10.30	Y	Council	3040200
Quarter Page (Colour)	\$ 41.20	Y	Council	3040200
Attachment (copies provided)	\$ 8.25	Y	Council	3040200

Advertising Charges - Non Business/Commercial

Prepared

Full Page (Black and White)	\$ 31.00	Y	Council	3040200
Full Page (Colour)	\$ 82.50	Y	Council	3040200
Half Page (Black and white)	\$ 15.50	Y	Council	3040200
Half Page (Colour)	\$ 41.20	Y	Council	3040200
Quarter Page (Black and White)	\$ 8.25	Y	Council	3040200
Quarter Page (Colour)	\$ 20.60	Y	Council	3040200
Attachment (copies provided)	\$ 8.25	Y	Council	3040200

Not for Profit organisations and Community groups FREE page each edition
Copy available on website after a week's release

LAW, ORDER AND PUBLIC SAFETY

DOG REGISTRATION FEES (set by Dog Act)

Sterilised Dog - One Year

Normal Fee	\$ 20.00	N	Dog Regs 2013	3050221
Pensioner Concession - 50% fees otherwise payable	\$ 10.00	N	Dog Regs 2013	3050221
Working Dogs - 25% of Fees otherwise payable	\$ 5.00	N	Dog Regs 2013	3050221

Sterilised Dog - Three Years

Normal Fee	\$ 42.50	N	Dog Regs 2013	3050221
Pensioner Concession - 50% fees otherwise payable	\$ 21.25	N	Dog Regs 2013	3050221
Working Dogs - 25% of Fees otherwise payable	\$ 10.63	N	Dog Regs 2013	3050221

Sterilised Dog - LifeTime

Normal Fee	\$ 100.00	N	Dog Regs 2013	3050221
Pensioner Concession - 50% fees otherwise payable	\$ 50.00	N	Dog Regs 2013	3050221
Working Dogs - 25% of Fees otherwise payable	\$ 25.00	N	Dog Regs 2013	3050221

Unsterilised Dog - One Year

Normal Fee	\$ 50.00	N	Dog Regs 2013	3050221
Pensioner Concession - 50% fees otherwise payable	\$ 25.00	N	Dog Regs 2013	3050221
Working Dogs - 25% of Fees otherwise payable	\$ 12.50	N	Dog Regs 2013	3050221

Unsterilised Dog - Three Years

Normal Fee	\$ 120.00	N	Dog Regs 2013	3050221
Pensioner Concession - 50% fees otherwise payable	\$ 60.00	N	Dog Regs 2013	3050221
Working Dogs - 25% of Fees otherwise payable	\$ 30.00	N	Dog Regs 2013	3050221

Unsterilised Dog - LifeTime

Normal Fee	\$ 250.00	N	Dog Regs 2013	3050221
Pensioner Concession - 50% fees otherwise payable	\$ 125.00	N	Dog Regs 2013	3050221
Working Dogs - 25% of Fees otherwise payable	\$ 62.50	N	Dog Regs 2013	3050221



Shire of Three Springs Schedule of Fees and Charges - 2022 - 2023

PROGRAMS	Proposed Fees 2022 - 2023 Total Cost	GST INC. Y/N	Authority to set Fee	General Ledger Code
DOG & CAT IMPOUNDING FEES				
1st Day	\$ 100.00	N	Council	3050220
Additional days	\$ 30.00	N	Council	3050220
ANIMAL BREEDING LICENSE				
Approved Cat Breeder - Annual Fee	\$ 100.00	N	Cat Regs 2012 - Council	3050235
Kennel Registration - Annual Fee	\$ 200.00	N	Dog Act 1976 - Council	3050235
SCHEDULE OF DOG INFRINGEMENT FEES				

Charged in accordance with the Dog Act 1976

CAT REGISTRATION FEES (set by Cat Act)

Sterilised Cat

One Year Normal Fee	\$ 20.00	N	Cat Regs 2012	3050221
Pensioner Concession	\$ 10.00	N	Cat Regs 2012	3050221
Three Years Normal Fee	\$ 42.50	N	Cat Regs 2012	3050221
Pensioner Concession	\$ 21.25	N	Cat Regs 2012	3050221
Lifetime	\$ 100.00	N	Cat Regs 2012	3050221
Pensioner Concession	\$ 50.00	N	Cat Regs 2012	3050221
Cat Traps - refundable bond, no daily hire fee (Cash Only)	\$ 100.00	N	Council	3050221

HEALTH

SEPTIC TANK FEES

Refer to Health Regulations Statutory Fees for various statutory fees	as per Regs			3070420
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HEALTH (PET MEAT) AMENDMENT REGULATIONS 2007

Refer to Health Regulations Statutory Fees for various statutory fees	as per Regs			3070420
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HEALTH (OFFENSIVE TRADES FEES) REGULATIONS 1976

Refer to Health Regulations Statutory Fees for various statutory fees	as per Regs			3070420
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HEALTH (PUBLIC BUILDING) AMENDMENT REGULATIONS 2007

Refer to Health Regulations Statutory Fees for various statutory fees	as per Regs			3070420
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HEALTH (TREATMENT OF SEWAGE AND DISPOSAL OF EFFLUENT AND LIQUID WASTE) AMENDMENT REGULATIONS 2007 (Schedule 1)

Application for the approval of an apparatus by relevant local governments	as per Regs			3070420
Application for the approval of an apparatus by the Executive Director-				
a) with a local government report	as per Regs			3070420
b) without a local government report	as per Regs			3070420
Issuing of a 'Permit to Use an Apparatus'	as per Regs			3070420

FOOD PREMISES

Registration - All premises including mobile and itinerant

Annual renewal fee

- High Risk Premises	as per Regs			3070421
- Medium Risk Premises	as per Regs			3070421
- Low Risk Premises	as per Regs			3070421

HOUSING

RENTALS (per week)

Staff Housing	\$ 80.00	N	Council	3090120
Non - Staff Housing/ or as negotiated (3 Bedroom)	\$ 160.00	N	Council	3090220
Non - Staff Housing/ or as negotiated (4 Bedroom)	\$ 200.00	N	Council	3090220
Non - Staff Housing/ or as negotiated (4 Bedroom plus & 2 Bathroom)	\$ 250.00	N	Council	3090220
Kadathinni Units (2 Tenants)	\$ 120.00	N	Council	3090320
Kadathinni Units (1 Tenant)	\$ 100.00	N	Council	3090320
54 & 60 Glyde Street (negotiable) - [Staff use GL 3090120]	Negotiable	N	Council	3090220
223 Mayrhofer Street (NMHS)	\$ 180.00	N	Council	3090220
3 Howard Street (Dentist)	\$ 200.00	N	Council	3090220
Bond Deposit of 4 weeks rent required for all housing	per above	N	Council	
(including Senior Staff)				

If Residential Rent - Input Taxed sales



Shire of Three Springs

Schedule of Fees and Charges - 2022 - 2023

PROGRAMS	Proposed Fees 2022 - 2023 Total Cost	GST INC. Y/N	Authority to set Fee	General Ledger Code
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COMMUNITY AMENITIES

REFUSE CHARGES

240 Litre Bin Collection	\$ 297.00	N	Council - WARR ACT	3100120
Additional 240 Litre Bin Collection	\$ 297.00	N	Council - WARR ACT	3100121
1500 Litre Bin Collection	\$ 1,248.50	N	Council - WARR ACT	3100200
Additional 1500 Litre Bin Collection	\$ 1,248.50	N	Council - WARR ACT	3100201
3000 Litre Bin Collection	\$ 2,183.50	N	Council - WARR ACT	3100200
Additional 3000 Litre Bin Collection	\$ 2,183.50	N	Council - WARR ACT	3100201
Asbestos Waste (per cubic metre)	\$ 210.00	Y	Council	3100202
Demolition rubble / refuse (per cubic metre)	\$ 210.00	Y	Council	3100202

THREE SPRINGS CEMETERY

Cemetery Fee (Burial)	\$ 465.00	N	Council	3100720
Reservation Fee (Burial)	\$ 41.50	N	Council	3100720
Cemetery Fee (Monuments/Headstone)	\$ 51.50	N	Council	3100722
Undertakers license fee	\$ 30.00	N	Council	3100720
Permission to inter ashes in Occupied grave site.	\$ 46.50	N	Council	3100720
Reservation Fee (Niche Wall)	\$ 115.00	N	Council	3100721
Niche Wall Plaque - At cost (Wilson Sign Solutions)	Actual Cost	N	Council	3100721
Additional work as per request (Per Hour)	\$ 62.00	N	Council	3100720

PLANNING FEES

Development Applications:

Home Occupation

(a) Initial Fee	as per regs		Planning & Development Regs 2009 Schd. 2	3100620
(b) Renewal Fee	as per regs		Planning & Development Regs 2009 Schd. 2	3100620
Advertising Signs	as per regs		Planning & Development Regs 2009 Schd. 2	3100620

All Other Development - Where the Estimated Cost of Development is:

(a) Not More than \$50,000.00	as per regs		Planning & Development Regs 2009 Schd. 2	3100620
(b) \$50,000.00 - \$500,000.00 (0.32% of Estimated Development Cost)	as per regs		Planning & Development Regs 2009 Schd. 2	3100620
(c) \$500,000.00 - \$2.5m (\$1,600.00 + 0.257% for every \$1 in excess of \$500,000)	as per regs		Planning & Development Regs 2009 Schd. 2	3100620
(d) \$2.5m and above	as per regs		Planning & Development Regs 2009 Schd. 2	3100620
Lodging House Operation	\$ 80.00	N	Health(Misc Provision) Act 1911 Part V - Dwellings, Division 2	3070620
Hawkers Fee(Per Day)	\$ 10.50	N	Council	3070620
Trading in Public Places {Per Day}- Rate per square meter	\$ 0.60	N	Council	3070620
Trading in Public Places {Per Day}- Power	\$ 12.00	N	Council	3070620



Shire of Three Springs Schedule of Fees and Charges - 2022 - 2023

PROGRAMS	Proposed Fees 2022 - 2023 Total Cost	GST INC. Y/N	Authority to set Fee	General Ledger Code
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RECREATION & CULTURE

THREE SPRINGS COMMUNITY HALL/PAVILION

{Community Groups must seek PRIOR exemptions -Non-Commercial Activity Only}

EXEMPT FROM CHARGE FOR HIRE OF FACILITIES (INCLUDING BONDS)

St John Ambulance	No charge		Council	
Covid Clinics	No charge		Council	
Community Action Group (CAG)	No charge		Council	
Returned Service League (RSL)	No charge		Council	
Three Springs Primary School	No charge		Council	
Wildflower Show and Art Exhibition Committee	No charge		Council	
Yoga classes	No charge		Council	
Organisations providing free counselling services eg Desert Blue, Relationship Australia	No charge		Council	

COMMERCIAL

Whole Facility/Main Hall (per day unless stated otherwise)

Touring Artists, Performing Artists, Films etc.	\$ 360.00	Y	Council	3110120
Commercial Displays, Luncheons, Presentations, Seminars	\$ 260.00	Y	Council	3110120

Red Room/Pavilion/ECLC/ Multi Purpose Function Room (per day unless stated otherwise)

Room Hire - ECLC - Hourly Rate {Minimum 4 Hours}	\$ 28.50	Y	Council	3110120
Touring Artists, Performing Artists, Films etc.	\$ 155.00	Y	Council	3110120
Commercial Displays, Luncheons, Presentations, Seminars	\$ 82.50	Y	Council	3110120

SPORTING / COMMUNITY GROUPS

Whole Facility/Main Hall (per day unless stated otherwise)

Cabarets, Balls, Champagne Breakfasts, Weddings, 21st	\$ 195.00	Y	Council	3110120
Luncheons, Presentations, Seminars, School Concerts	\$ 72.00	Y	Council	3110120
Dance Classes, Meetings (Per hour)	\$ 20.50	Y	Council	3110120
Rehearsals, Preparations, Indoor Bowls, Badminton	\$ 10.50	Y	Council	3110120

Cleaning of/ Damage to Facilities

All venues should be in a clean state before hire. Hirer's who do not leave the facility in the same state will be charged to clean the facility and cost of any damage. Hourly Rate

	\$ 105.00	Y	Council	3110135
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EQUIPMENT HIRE

PA System / Projector	\$ 30.00	Y	Council	3110135
Bond for use of PA System / Projector	\$ 50.00	Y	Council	3110135
Trestles	\$ 2.00	Y	Council	3110135
Chairs	\$ 1.00	Y	Council	3110135

HIRE BOND FEES

Venues where liquor is not provided - Commercial	\$ 200.00	N	Council	3100135
Venues where liquor is not provided - Local Organisations	\$ 100.00	N	Council	3100135
Venues where liquor is provided - Commercial	\$ 515.00	N	Council	3100135
Venues where liquor is provided - Local Organisations	\$ 260.00	N	Council	3100135

SWIMMING POOL

School Usage

School usage other than Three Springs Primary School (Swimming Carnival, swimming lessons etc)	Normal entrance fees	Y	Council	3110218
Three Springs School usage (Swimming Carnival, swimming lessons etc)	No Charge	Y	Council	3110219
Vac Swim - Normal entry fees are applicable	Normal entrance fees	Y	Council	3110220

Daily Entrance Fees

Adults	\$ 5.00	Y	Council	3110220
Children/Students and Aged Pensioners	\$ 2.50	Y	Council	3110220
Children 4 years and under	No Charge		Council	
Spectator	\$ 1.00	Y	Council	

Weekly Entrance Fees

Adults	\$ 17.50	Y	Council	3110220
Children/Students and Aged Pensioners	\$ 8.75	Y	Council	3110220
Children 4 years and under	No Charge		Council	
Spectator	\$ 3.50	Y	Council	



Shire of Three Springs Schedule of Fees and Charges - 2022 - 2023

PROGRAMS	Proposed Fees 2022 - 2023 Total Cost	GST INC. Y/N	Authority to set Fee	General Ledger Code
Monthly Tickets				
Family - 2 Adults plus 2 Kids (School Age)	\$ 73.50	Y	Council	3110220
Double	\$ 56.00	Y	Council	3110220
Single	\$ 35.00	Y	Council	3110220
Children/Student and Aged Pensioners	\$ 17.50	Y	Council	3110220
Spectator	\$ 7.00	Y	Council	
Season Tickets				
Family - 2 Adults plus 2 Kids (School Age)	\$ 220.50	Y	Council	3110220
Double	\$ 168.00	Y	Council	3110220
Single	\$ 105.00	Y	Council	3110220
Children/Students and Aged Pensioners	\$ 52.50	Y	Council	3110220
Spectator	\$ 21.00	Y	Council	
Pool Party Hire (per hour) NB: Non-exclusive use and entrance fees still apply	\$ 10.00	Y	Council	3110235
Room Hire - Swimming Pool - Hourly Rate (Minimum 2 Hours)	\$ 28.50	Y	Council	3110235
Cleaning of/ Damage to Facilities All venues should be in a clean state before hire. Hirers who do not leave the facility in the same state will be charged to clean the facility and cost of any damage. Hourly Rate	\$ 105.00	Y	Council	3110235
EQUIPMENT HIRE				
Trestles	\$ 2.00	Y	Council	3110235
Chairs	\$ 1.00	Y	Council	3110235
ROOM HIRE BOND FEES - No liquor is to be consumed within pool grounds				
Venues where liquor is not provided - Commercial	\$ 200.00	N	Council	3110235
Venues where liquor is not provided - Local Organisations	\$ 100.00	N	Council	3110235
GYM FEES - Individual Gym Membership				
Annual Membership - Includes 16.67% Discount	\$ 200.00	Y	Council	3110320
Annual Membership (Concessional **)	\$ 100.00	Y	Council	3110320
6 Months Membership - Includes 12.5% Discount	\$ 105.00	Y	Council	3110320
6 Months Membership (Concessional **)	\$ 52.50	Y	Council	3110320
3 Months Membership - Includes 10% Discount	\$ 54.00	Y	Council	3110320
3 Months Membership (Concessional **)	\$ 27.00	Y	Council	3110320
1 Months Membership	\$ 20.00	Y	Council	3110320
1 Months Membership (Concessional **)	\$ 10.00	Y	Council	3110320
Weekly Membership	\$ 5.00	Y	Council	3110320
Gym Key Bond	\$ 50.00	N	Council	3110335
** Concessional fees is only applicable on sighting of a valid Concession Card by the Shire Staffs.				
## Access is restricted to adults 18 years and older ##				
SPORTING CLUB LEASES				
Football Club (per annum) - Football Oval and entire pavilion	\$ 2,575.00	Y	Council	3110231
Netball Club (per annum) - Netball courts and ladies change rooms	\$ 310.00	Y	Council	3110231
Hockey Club (per annum) - Hockey Oval and pool meeting room plus 1 storage room	\$ 620.00	Y	Council	3110231
Cricket Club (per annum) - Football Oval and entire pavilion	\$ 620.00	Y	Council	3110231
TRANSPORT				
TALC AND COCKY COUNTRY PLATES Fees set by the Department of Transport				
ECONOMIC SERVICES				
TOURISM & AREA PROMOTION				
Caravan Park - Ablution Block key deposit/refund	\$ -	N	Council	3130221



Shire of Three Springs Schedule of Fees and Charges - 2022 - 2023

PROGRAMS	Proposed Fees 2022 - 2023 Total Cost	GST INC. Y/N	Authority to set Fee	General Ledger Code
BUILDING FEES				
Building Construction Industry Training Fund (CTF Levy)				
The rate of Levy is 0.2% of the total value of construction (GST inclusive) over \$20,000.	as per calc.	N	Building reg 2012	3120302
Building Services Levy				
Set by Other Legislation: Building Regulation 2012				
Application for Building Permit:				
- Estimated value of work (incl gst) of Over \$45,000	0.137%	N	Building reg 2012	3130320
- Estimated value of work (incl gst) of \$45,000 or Less	\$ 61.65	N	Building reg 2012	3130320
Application for Demolition Permit:				
- Estimated value of work (incl gst) of Over \$45,000	0.137%	N	Building reg 2012	3130320
- Estimated value of work (incl gst) of \$45,000 or Less	\$ 61.65	N	Building reg 2012	3130320
Occupancy permit or building approval certificate for approved building work under ss47, 49, 50 or 52 of the building Act	\$ 61.65	N	Building reg 2012	3130320
Occupancy permit or building approval certificate for unauthorised building work under s51 of the building Act: Value of work over \$45,000	0.274%	N	Building reg 2012	3130320
Occupancy permit or building approval certificate for unauthorised building work under s51 of the building Act: Value of work \$45,000 or Less	\$ 123.30	N	Building reg 2012	3130320
Occupancy permit under S46 of the Building Act	No Levy	N	Building reg 2012	3130320
Modification of occupancy permit for additional use of building on temporary basis under S48 of the Building Act.	No Levy	N	Building reg 2012	3130320
Building Act Fees				
Division 1 - Application for building permits, demolition permits				
Certified application for a building permit (s.16(1))				
(a) for a building work for a Class 1 or Class 10 building or incidental structure:		N	Building reg 2012	
0.19% of the estimated value of the building work, but less than \$110	as per regs	N	Building reg 2012	3130320
(a) for a building work for a Class 2 to Class 9 building or incidental structure:		N	Building reg 2012	
0.09% of the estimated value of the building work, but less than \$110	as per regs	N	Building reg 2012	3130320
Uncertified application for a building permit (s.16(1))				
0.32% of the estimated value of the building work, but less than \$110	as per regs	N	Building reg 2012	3130320
Application for a demolition permit				
(a) for demolition work in respect of a Class 1 or Class 10 building or incidental structure	\$ 110.00	N	Building reg 2012	3130320
(b) for demolition work in respect of a Class 2 to Class 9 building or incidental structure. \$110.00 for each storey of the building	\$ 110.00	N	Building reg 2012	3130320
Application to extend the time during which a building or demolition permit has effect (s. 32(3)(f))	\$ 110.00	N	Building reg 2012	3130320
Division 2 - Application for occupancy permits, building approval certificates				
Application for an occupancy permit for a completed building (s. 46)	\$ 110.00	N	Building reg 2012	3130320
Application for a temporary occupancy permit for an incomplete building (s. 47)	\$ 110.00	N	Building reg 2012	3130320
Application for modification of an occupancy permit for additional use of a building on a temporary basis (s. 48)	\$ 110.00	N	Building reg 2012	3130320
Application for a replacement occupancy permit for permanent change of the building's use, classification (s. 49)	\$ 110.00	N	Building reg 2012	3130320
Application for an occupancy permit or building approval certificate for registration of strata scheme, plan of re-subdivision (s. 50(1) and (2)). \$11.60 for each strata unit covered by the application, but not less than \$115.	as per regs	N	Building reg 2012	3130320
Application for an occupancy permit for a building in respect of which unauthorised work has been done (s. 51(2)): 0.18% of the estimated value of the unauthorised work as determined by the permit authority, but not less than \$110.00	as per regs	N	Building reg 2012	3130320
Application for a building approval certificate for a building in respect of which unauthorised work has been done (s. 51(3)): 0.38% of the estimated value of the unauthorised work as determined by the permit authority, but not less than \$110.00.	as per regs	N	Building reg 2012	3130320
Application to replace an occupancy permit for an existing building (s52(1))	\$ 110.00	N	Building reg 2012	3130320
Application for a building approval certificate for an existing building where unauthorised work has not been done (s. 52(2))	\$ 110.00	N	Building reg 2012	3130320
Application to extend the time during which an occupancy permit or building approval certificate has effect (s. 65(3)(a))	\$ 110.00	N	Building reg 2012	3130320
Application as defined in regulation 31(for each building standard in respect of which a declaration is sought)	\$ 2,160.15	N	Building reg 2012	3130320
Inspection of pool enclosures (regulation 53)	\$ 58.45	N	Building reg 2012	3130321
Application for approval of battery powered smoke alarms (regulation 61)	\$ 179.40	N	Building reg 2012	3130335
BUILDING INSPECTION/PLANNING FEE (EHO/BS - per hr)	\$ 92.00	Y	Council	3130322



Shire of Three Springs Schedule of Fees and Charges - 2022 - 2023

PROGRAMS	Proposed Fees 2022 - 2023 Total Cost	GST INC. Y/N	Authority to set Fee	General Ledger Code
STANDPIPE WATER				
Public Standpipe System Access Card Bond	\$ 50.00	N	Council	3130821
Public Standpipe water charges Per Kilolitre (1,000 Litres)	As per Water Corp rates + 25%	N	Council	3130821
OTHER PROPERTY AND SERVICES				
PLANT HIRE				
Minimum charge of 1 hour per plant hired				
<i>Rate includes operator</i>	Per Hour			
Grader - Contractor	\$ 180.00	Y	Council	3140120
Grader - Ratepayer	\$ 160.00	Y	Council	3140120
Tractor/ Roller - Contractor	\$ 145.00	Y	Council	3140120
Tractor/ Roller - Ratepayer	\$ 125.00	Y	Council	3140120
Backhoe - Contractor	\$ 170.00	Y	Council	3140120
Backhoe - Ratepayer	\$ 150.00	Y	Council	3140120
Loader - Contractor	\$ 180.00	Y	Council	3140120
Loader - Ratepayer	\$ 160.00	Y	Council	3140120
Prime Mover plus Side Tipper - Contractor	\$ 185.00	Y	Council	3140120
Prime Mover plus Side Tipper - Ratepayer	\$ 164.00	Y	Council	3140120
Prime Mover plus Low Loader - Rate per Km	\$ 5.20	Y	Council	3140120
Tip Truck - Contractor (large truck)	\$ 175.00	Y	Council	3140120
Tip Truck - Ratepayer (large truck)	\$ 154.00	Y	Council	3140120
Truck & Trailer - Contractor	\$ 185.00	Y	Council	3140120
Truck & Trailer - Ratepayer	\$ 165.00	Y	Council	3140120
Tractor - Contractor	\$ 130.00	Y	Council	3140120
Tractor - Ratepayer	\$ 115.00	Y	Council	3140120
Rubbered Tyred Roller - Contractor	\$ 150.00	Y	Council	3140120
Rubbered Tyred Roller - Ratepayer	\$ 130.00	Y	Council	3140120
Vibratory Roller - Contractor	\$ 170.00	Y	Council	3140120
Vibratory Roller - Ratepayer	\$ 150.00	Y	Council	3140120
Small Truck - Contractor	\$ 140.00	Y	Council	3140120
Small Truck - Ratepayer	\$ 120.00	Y	Council	3140120
Skid Steer - Contractor	\$ 140.00	Y	Council	3140120
Skid Steer - Ratepayer	\$ 120.00	Y	Council	3140120
Bus Hire - Commercial (charge per kilometre), BOND \$200	\$ 1.20	Y	Council	3100735
Bus Hire - Community (charge per kilometre), BOND \$100	\$ 0.60	Y	Council	3100735
Bus Hire - Three Springs Primary School	No Charge	Y	Council	
SUPERVISOR (per hour)	\$ 100.00	Y	Council	3140120
Penalty rates will apply if overtime is involved				
LABOURER (per hour)	\$ 55.00	Y	Council	3140120
Penalty rates will apply if overtime is involved				
PURCHASE OF SAND/GRAVEL/BLUE METAL Flat rate of:				
Small Truck (approx. 3 to 4 metres) - per load (delivery within 5km only)	\$ 105.00	Y	Council	3140120
Large Truck (approx. 10m3) per load (delivery within 5km only)	\$ 175.00	Y	Council	3140120
6x4 Trailer Load (delivery within 5km only)	\$ 30.00	Y	Council	3140120
DELIVERY OF SAND/GRAVEL/BLUE METAL IN EXCESS OF 5KMS (within Shire only)				
Small Truck (approx. 3 to 4 metres) per km (Plus purchase price)	\$ 1.50	Y	Council	
Large Truck (approx. 10m3) per km (Plus purchase price)	\$ 2.50	Y	Council	
6x4 Trailer Load per km (Plus purchase price)	\$ 1.00	Y	Council	
SMALL ITEMS -Minimum charge of 1 day per items hired				
Plate Compactor - per day	\$ 55.00	Y	Council	3140120
Cement Mixer - per day	\$ 50.00	Y	Council	3140120
Other Minor plant at the discretion of CEO				



SHIRE OF THREE SPRINGS

MONTHLY FINANCIAL REPORT (Containing the Statement of Financial Activity) For the Period Ended 31 May 2022

LOCAL GOVERNMENT ACT 1995

LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

TABLE OF CONTENTS

Monthly Summary Information	3 - 5
Key Terms and Descriptions - Statutory Reporting Programs	6
Statement of Financial Activity by Program	7
Key Terms and Descriptions - Nature or Type Descriptions	8
Statement of Financial Activity by Nature or Type	9
Note 1 Adjusted Net Current Assets	10
Note 2 Cash and Financial Assets	11
Note 3 Receivables	12
Note 4 Other Current Assets	13
Note 5 Payables	14
Note 6 Rating Revenue	15
Note 7 Disposal of Assets	16
Note 8 Capital Acquisitions	17
Note 9 Borrowings	19
Note 10 Reserves	20
Note 11 Other Current Liabilities	21
Note 12 Operating Grants and Contributions	22
Note 13 Non-Operating Grants and Contributions	23
Note 14 Bonds & Deposits and Trust Fund	24
Note 15 Explanation of Material Variances	25
Note 16 Budget Amendments	26

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Items of Significance

The material variance adopted by the Shire for the 2021/22 year is \$10,000 and 10%. The following selected items have been highlighted due to the amount of the variance to the budget or due to the nature of the revenue/expenditure. A full listing and explanation of all items considered of significant/material variance is disclosed in Note 15.

	% Collected / Completed	Amended Annual Budget	Amended YTD Budget	YTD Actual	Variance (Under)/Over
Significant Projects					
New Caterpillar Loader	0%	305,600	254,665	0	254,665
Sunset Road 2021-22 Gravel Sheet SLK 0-5100 (R2R)	82%	90,620	90,615	73,862	16,753
McKenzie Road 2021-22 Gravel resheet SLK 0-3800 (R2R)	0%	45,600	30,398	225	30,173
Dudawa Road Sealed 2021-22 SLK 3.53 - 8.39 (RRG)	51%	201,506	201,504	102,542	98,961
Arrino South Road Sealed 2021-22 SLK 9.75-13.96 (RRG)	74%	296,000	295,999	220,074	75,925
Skate Park	100%	30,051	20,032	30,051	(10,019)
Lovelock Soak Plumbings	100%	251	251	251	(0)
Dominican Park	102%	175,393	175,380	178,200	(2,820)
Grants, Subsidies and Contributions					
Operating Grants, Subsidies and Contributions	201%	976,017	946,397	1,964,802	1,018,405
Non-operating Grants, Subsidies and Contributions	57%	1,160,785	1,160,785	661,129	(499,656)
	123%	2,136,802	2,107,182	2,625,931	518,749
Rates Levied	100%	2,236,356	2,236,355	2,242,947	6,592

% Compares current ytd actuals to annual budget

		Prior Year 31 May 2021	Current Year 31 May 2022
Financial Position			
Adjusted Net Current Assets	307%	\$ 470,876	\$ 1,447,206
Cash and Equivalent - Unrestricted	340%	\$ 531,250	\$ 1,807,977
Cash and Equivalent - Restricted	113%	\$ 1,867,418	\$ 2,118,064
Receivables - Rates	65%	\$ 60,218	\$ 39,259
Receivables - Other	18%	\$ 81,000	\$ 14,592
Payables	473%	\$ 11,522	\$ 54,556

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

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

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 31 May 2022
Prepared by: Bob Waddell - Consultant
Reviewed by: Keith Woodward (CEO)

BASIS OF PREPARATION

REPORT PURPOSE

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

BASIS OF ACCOUNTING

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

THE LOCAL GOVERNMENT REPORTING ENTITY

All Funds through which the Council controls resources to carry on its functions have been included in this statement.

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

SIGNIFICANT ACCOUNTING POLICES

GOODS AND SERVICES TAX

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

CRITICAL ACCOUNTING ESTIMATES

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

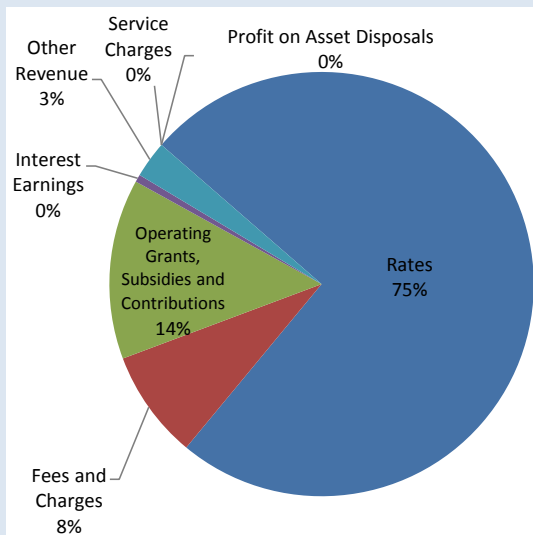
ROUNDING OFF FIGURES

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

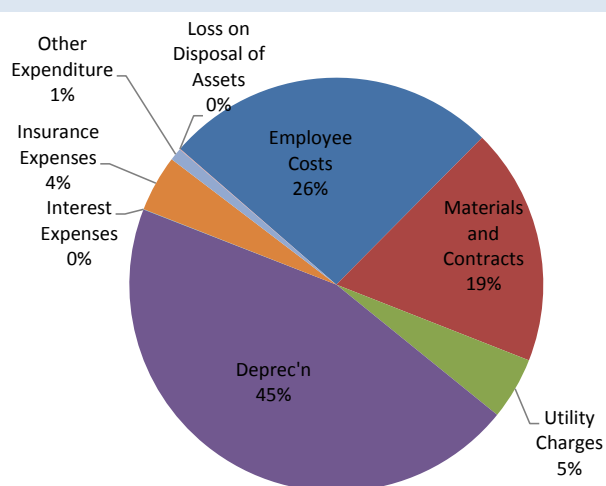
**SHIRE OF THREE SPRINGS
MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 MAY 2022**

SUMMARY GRAPHS

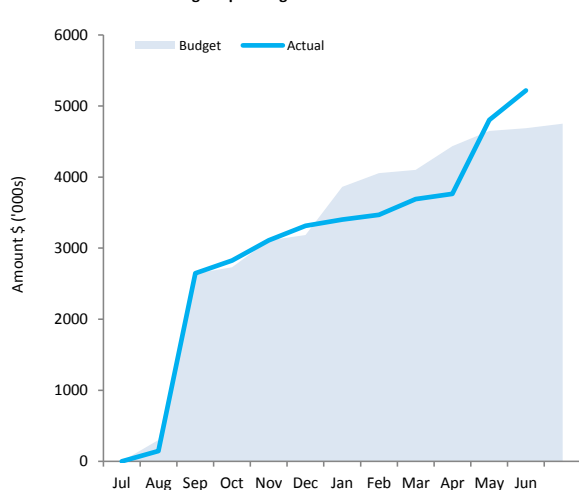
OPERATING REVENUE



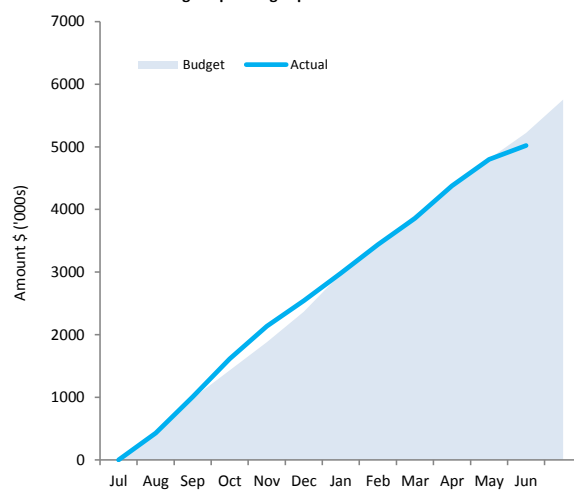
OPERATING EXPENSES



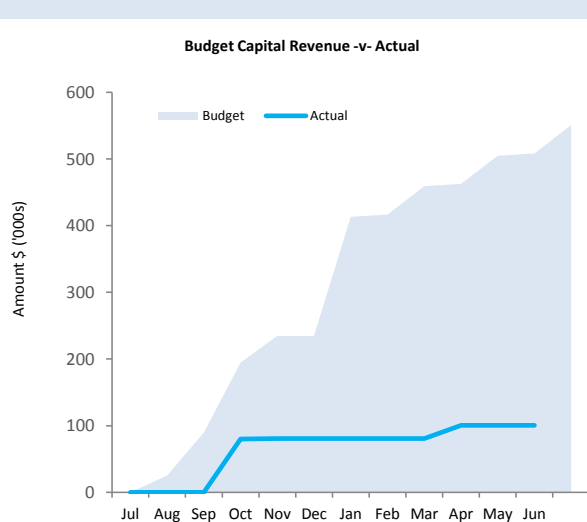
Budget Operating Revenues -v- Actual



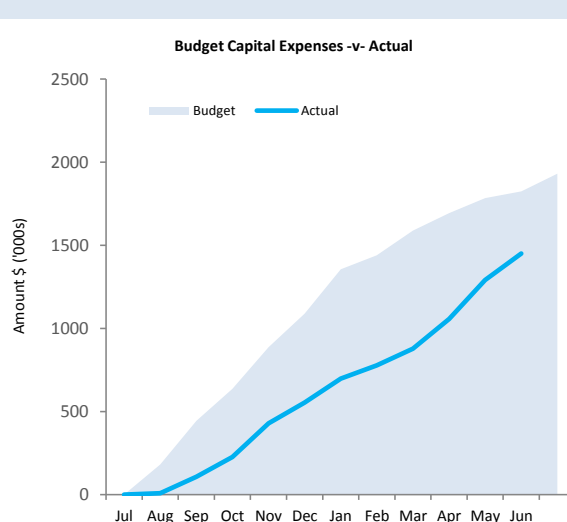
Budget Operating Expenses -v-YTD Actual



CAPITAL REVENUE



CAPITAL EXPENSES



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

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

GOVERNANCE

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

ACTIVITIES

Administration and operation of facilities to members of council: Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific council services.

GENERAL PURPOSE FUNDING

To collect revenue to fund the provision of services.

Rates, general purpose government grants and interest revenue

LAW, ORDER, PUBLIC SAFETY

To ensure a safer community in which to live.

Supervision of various local laws, fire prevention, emergency services and animal control.

HEALTH

To provide an operational framework for good community health.

'Food quality and pest control, maintenance of child health centre, medical centre, dental clinic and administration of group health scheme.

EDUCATION AND WELFARE

To support the needs of the community in education and welfare.

Assistance to Day Care Centre, Playgroup, Youth activities and other voluntary services.

HOUSING

Provide adequate housing to attract and retain staff and non-staff.

Maintenance of council owned staff and non-staff housing.

COMMUNITY AMENITIES

Provide services required by the community.

Rubbish collection services, tip operation, noise control, town planning administration, cemetery maintenance, rest centres, storm water drainage and FM radio retransmitter.

RECREATION AND CULTURE

To establish and effectively manage infrastructure and resources that help the social wellbeing of the community.

Maintenance of the swimming pool, recreation centre, library, parks, gardens and reserves.

TRANSPORT

To provide effective and efficient transport services to the community.

Construction and maintenance of streets, roads, bridges, cleaning and lighting of streets, traffic lights, cycleways, depot maintenance and airstrip maintenance.

ECONOMIC SERVICES

To help promote the Shire and improve its economic wellbeing.

The regulation and provision of tourism, area promotion, building control, noxious weeds, vermin control, plant nursery and standpipes.

OTHER PROPERTY AND SERVICES

To monitor and control overheads and operating accounts.

Private works operations, plant repairs and operations and engineering costs.

SHIRE OF THREE SPRINGS
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2022

STATUTORY REPORTING PROGRAMS

	Note	Adopted Annual Budget	Amended Annual Budget (d)	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var. ▲▼	Significant Var. \$
		\$	\$	\$	\$	\$	%		
Opening Funding Surplus(Deficit)	1	478,209	412,740	412,740	412,740	0	0%		
Revenue from operating activities									
Governance		40,600	25,600	21,741	8,939	(12,802)	(59%)	▼	\$
General Purpose Funding - Rates	6	2,237,195	2,236,356	2,236,355	2,242,947	6,592	0%	▲	
General Purpose Funding - Other		575,554	697,188	691,337	1,710,786	1,019,449	147%	▲	\$
Law, Order and Public Safety		41,513	43,800	32,998	47,579	14,581	44%	▲	\$
Health		77,500	81,344	79,835	75,543	(4,292)	(5%)	▼	
Education and Welfare		2,000	2,000	1,829	475	(1,354)	(74%)	▼	
Housing		82,700	98,200	89,794	95,582	5,788	6%	▲	
Community Amenities		112,720	114,929	109,374	88,371	(21,003)	(19%)	▼	\$
Recreation and Culture		15,168	29,585	27,485	32,669	5,184	19%	▲	
Transport		121,990	147,094	143,730	143,972	242	0%	▲	
Economic Services		4,000	23,000	18,955	23,673	4,718	25%	▲	
Other Property and Services		90,000	91,642	74,713	87,482	12,769	17%	▲	\$
		3,400,940	3,590,737	3,528,146	4,558,018				
Expenditure from operating activities									
Governance		(601,153)	(515,382)	(462,393)	(428,836)	33,557	7%	▲	
General Purpose Funding		(115,336)	(110,771)	(100,521)	(93,575)	6,946	7%	▲	
Law, Order and Public Safety		(217,629)	(214,239)	(194,357)	(177,708)	16,649	9%	▲	
Health		(262,075)	(266,607)	(199,322)	(245,322)	(46,000)	(23%)	▼	\$
Education and Welfare		(132,404)	(93,503)	(84,777)	(65,274)	19,503	23%	▲	\$
Housing		(268,340)	(256,270)	(232,445)	(219,134)	13,311	6%	▲	
Community Amenities		(430,480)	(354,833)	(322,523)	(254,537)	67,986	21%	▲	\$
Recreation and Culture		(1,237,099)	(1,201,748)	(1,113,125)	(968,126)	144,999	13%	▲	\$
Transport		(1,758,306)	(2,441,441)	(2,234,721)	(2,362,693)	(127,972)	(6%)	▼	
Economic Services		(297,751)	(280,631)	(255,534)	(223,442)	32,092	13%	▲	\$
Other Property and Services		(28,300)	(19,066)	(23,292)	17,590	40,882	176%	▲	\$
		(5,348,874)	(5,754,490)	(5,223,010)	(5,021,056)				
Operating activities excluded from budget									
Add back Depreciation		1,844,742	2,491,957	2,284,238	2,263,330	(20,908)	(1%)	▼	
Adjust (Profit)/Loss on Asset Disposal	7	2,307	9,219	9,218	2,313	(6,905)	(75%)	▼	
Movement in Leave Reserve (Added Back)		553	553	0	383	383		▲	
Movement in Deferred Pensioner Rates/ESL		0	0	0	0	0			
Movement in Employee Benefit Provisions		0	0	0	0	0			
Rounding Adjustments		0	0	0	0	0			
Movement Due to Changes in Accounting Standards		0	0	0	0	0			
Loss on Asset Revaluation		0	0	0	0	0			
Adjustment in Fixed Assets		0	0	0	0	0			
Amount attributable to operating activities		(100,332)	337,977	598,592	1,802,988				
Investing Activities									
Non-operating Grants, Subsidies and Contributions	13	1,206,785	1,160,785	1,160,785	661,129	(499,656)	(43%)	▼	\$
Proceeds from Disposal of Assets	7	80,000	75,945	75,944	545	(75,399)	(99%)	▼	\$
Land Held for Resale	8	0	0	0	0	0			
Land and Buildings	8	(240,821)	(115,277)	(102,160)	(113,168)	(11,008)	(11%)	▼	\$
Plant and Equipment	8	(382,500)	(366,075)	(313,384)	(60,474)	252,910	81%	▲	\$
Furniture and Equipment	8	0	0	0	0	0			
Infrastructure Assets - Roads	8	(1,193,096)	(1,193,096)	(1,177,880)	(1,031,326)	146,554	12%	▲	\$
Infrastructure Assets - Drainage	8	0	0	0	0	0			
Infrastructure Assets - Footpaths	8	0	0	0	0	0			
Infrastructure Assets - Parks and Ovals	8	(187,370)	(205,695)	(195,663)	(208,502)	(12,839)	(7%)	▼	
Infrastructure Assets - Airfield	8	0	0	0	0	0			
Amount attributable to investing activities		(717,002)	(643,413)	(552,358)	(751,797)				
Financing Activities									
Proceeds from New Debentures	9	80,000	80,000	80,000	80,000	0	0%		
Repayment of Debentures	9	(61,835)	(41,847)	(30,897)	(30,792)	105	0%	▲	
Repayment of Lease Financing	9	0	0	0	0	0			
Advances to Community Groups		(80,000)	(80,000)	(80,000)	(80,000)	0	0%		
Proceeds from Advances		0	0	0	0	0			
Self-Supporting Loan Principal		39,938	19,949	16,620	19,949	3,329	20%	▲	
Transfer to Restricted Cash - Other		0	0	0	0	0			
Transfer from Restricted Cash - Other		0	0	0	0	0			
Transfer from Reserves	10	369,522	375,122	335,852	0	(335,852)	(100%)	▼	\$
Transfer to Reserves	10	(8,500)	(8,500)	(4,250)	(5,883)	(1,633)	(38%)	▼	
Amount attributable to financing activities		339,125	344,725	317,325	(16,725)				
Closing Funding Surplus(Deficit)	1	(0)	452,029	776,299	1,447,206				

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.
Refer to Note 15 for an explanation of the reasons for the variance.
The material variance adopted by Council for the 2021/22 year is \$10,000 and 10%.

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

SHIRE OF THREE SPRINGS

KEY TERMS AND DESCRIPTIONS

FOR THE PERIOD ENDED 31 MAY 2022

NATURE OR TYPE DESCRIPTIONS

REVENUE

RATES

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

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

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

NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

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

PROFIT ON ASSET DISPOSAL

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

FEES AND CHARGES

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

SERVICE CHARGES

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

INTEREST EARNINGS

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

OTHER REVENUE / INCOME

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

EXPENSES

EMPLOYEE COSTS

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

MATERIALS AND CONTRACTS

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

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)

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

INSURANCE

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

LOSS ON ASSET DISPOSAL

Loss on the disposal of fixed assets.

DEPRECIATION ON NON-CURRENT ASSETS

Depreciation expense raised on all classes of assets.

INTEREST EXPENSES

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

OTHER EXPENDITURE

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

SHIRE OF THREE SPRINGS
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2022

BY NATURE OR TYPE

	Note	Adopted Annual Budget	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var. ▲▼	Significant Var. S
		\$	\$	\$	\$	\$	%		
Opening Funding Surplus (Deficit)	1	478,209	412,740	412,740	412,740	0	0%		
Revenue from operating activities									
Rates	6	2,237,195	2,236,356	2,236,355	2,242,947	6,592	0%	▲	
Operating Grants, Subsidies and Contributions	12	837,447	976,017	946,397	1,964,802	1,018,405	108%	▲	S
Fees and Charges		218,620	252,280	235,304	249,196	13,892	6%	▲	
Service Charges		0	0	0	0	0			
Interest Earnings		23,518	21,835	16,786	17,103	317	2%	▲	
Other Revenue		81,750	103,850	92,905	83,970	(8,935)	(10%)	▼	
Profit on Disposal of Assets	7	2,410	400	399	0	(399)	(100%)	▼	
Gain FV Valuation of Assets		0	0	0	0	0			
		3,400,940	3,590,737	3,528,146	4,558,018				
Expenditure from operating activities									
Employee Costs		(1,561,778)	(1,564,557)	(1,428,300)	(1,307,809)	120,491	8%	▲	
Materials and Contracts		(1,495,417)	(1,175,476)	(1,030,750)	(930,292)	100,458	10%	▲	
Utility Charges		(174,600)	(258,302)	(237,223)	(244,651)	(7,428)	(3%)	▼	
Depreciation on Non-Current Assets		(1,844,742)	(2,491,957)	(2,284,238)	(2,263,330)	20,908	1%	▲	
Interest Expenses		(2,678)	(2,594)	(1,339)	(1,561)	(222)	(17%)	▼	
Insurance Expenses		(152,967)	(162,009)	(158,052)	(221,653)	(63,601)	(40%)	▼	S
Other Expenditure		(111,975)	(89,975)	(73,491)	(49,447)	24,044	33%	▲	S
Loss on Disposal of Assets	7	(4,717)	(9,619)	(9,617)	(2,313)	7,304	76%	▲	
Loss FV Valuation of Assets		0	0	0	0	0			
		(5,348,874)	(5,754,490)	(5,223,010)	(5,021,056)				
Operating activities excluded from budget									
Add back Depreciation		1,844,742	2,491,957	2,284,238	2,263,330	(20,908)	(1%)	▼	
Adjust (Profit)/Loss on Asset Disposal	7	2,307	9,219	9,218	2,313	(6,905)	(75%)	▼	
Movement in Leave Reserve (Added Back)		553	553	0	383	383		▲	
Movement in Deferred Pensioner Rates/ESL		0	0	0	0	0			
Movement in Employee Benefit Provisions		0	0	0	0	0			
Rounding Adjustments		0	0	0	0	0			
Movement Due to Changes in Accounting Standards		0	0	0	0	0			
Loss on Asset Revaluation		0	0	0	0	0			
Adjustment in Fixed Assets		0	0	0	0	0			
Amount attributable to operating activities		(100,332)	337,977	598,592	1,802,988				
Investing activities									
Non-Operating Grants, Subsidies and Contributions	13	1,206,785	1,160,785	1,160,785	661,129	(499,656)	(43%)	▼	S
Proceeds from Disposal of Assets	7	80,000	75,945	75,944	545	(75,399)	(99%)	▼	S
Land Held for Resale	8	0	0	0	0	0			
Land and Buildings	8	(240,821)	(115,277)	(102,160)	(113,168)	(11,008)	(11%)	▼	S
Plant and Equipment	8	(382,500)	(366,075)	(313,384)	(60,474)	252,910	81%	▲	S
Furniture and Equipment	8	0	0	0	0	0			
Infrastructure Assets - Roads	8	(1,193,096)	(1,193,096)	(1,177,880)	(1,031,326)	146,554	12%	▲	S
Infrastructure Assets - Drainage	8	0	0	0	0	0			
Infrastructure Assets - Footpaths	8	0	0	0	0	0			
Infrastructure Assets - Parks and Ovals	8	(187,370)	(205,695)	(195,663)	(208,502)	(12,839)	(7%)	▼	
Infrastructure Assets - Airfield	8	0	0	0	0	0			
Amount attributable to investing activities		(717,002)	(643,413)	(552,358)	(751,797)				
Financing Activities									
Proceeds from New Debentures		80,000	80,000	80,000	80,000	0	0%		
Repayment of Debentures	9	(61,835)	(41,847)	(30,897)	(30,792)	105	0%	▲	
Repayment of Lease Financing	9	0	0	0	0	0			
Advances to Community Groups		(80,000)	(80,000)	(80,000)	(80,000)	0	0%		
Proceeds from Advances		0	0	0	0	0			
Self-Supporting Loan Principal	9	39,938	19,949	16,620	19,949	3,329	20%	▲	
Transfer from Reserves	10	369,522	375,122	335,852	0	(335,852)	(100%)	▼	S
Transfer to Reserves	10	(8,500)	(8,500)	(4,250)	(5,883)	(1,633)	(38%)	▼	
Amount attributable to financing activities		339,125	344,725	317,325	(16,725)				
Closing Funding Surplus (Deficit)	1	(0)	452,029	776,299	1,447,206				

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

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

The material variance adopted by Council for the 2021/22 year is \$10,000 and 10%.

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

ADJUSTED NET CURRENT ASSETS

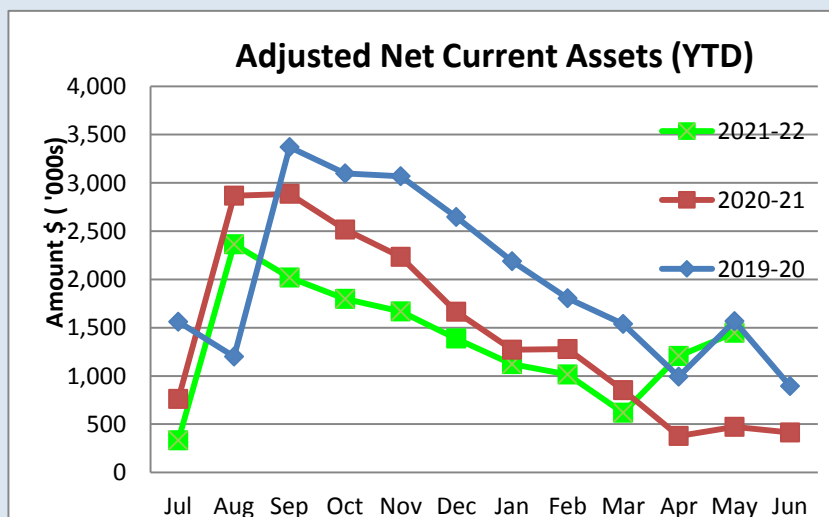
Adjusted Net Current Assets	Note	Last Years Closing 30/06/2021	This Time Last Year 31/05/2021	Year to Date Actual 31/05/2022
		\$	\$	\$
Current Assets				
Cash Unrestricted	2	724,025	531,250	1,807,977
Cash Restricted - Reserves	2	2,112,181	1,867,418	2,118,064
Cash Restricted - Bonds & Deposits	2	680	380	2,954
Receivables - Rates	3	49,011	60,218	39,259
Receivables - Other	3	104,334	81,000	14,592
Other Assets Other Than Inventories	4	3,194	0	0
Inventories	4	2,305	9,761	8,712
		2,995,730	2,550,025	3,991,559
Less: Current Liabilities				
Payables	5	(225,592)	(11,522)	(54,556)
Contract Liabilities	11	(88,136)	(114,800)	(212,758)
Bonds & Deposits	14	(100,857)	(100,396)	(103,134)
Loan and Lease Liability	9	(21,897)	(10,634)	(11,054)
Provisions	11	(193,700)	(122,394)	(193,700)
		(630,182)	(359,747)	(575,203)
Less: Cash Reserves	10	(2,112,181)	(1,867,418)	(2,118,064)
Add Back: Component of Leave Liability not Required to be funded		137,477	137,381	137,859
Add Back: Loan and Lease Liability		21,897	10,634	11,054
Less : Loan Receivable - clubs/institutions		0	0	0
Net Current Funding Position		412,740	470,876	1,447,206

SIGNIFICANT ACCOUNTING POLICIES

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

KEY INFORMATION

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

**This Year YTD****Surplus(Deficit)****\$1.45 M****Last Year YTD****Surplus(Deficit)****\$.47 M**

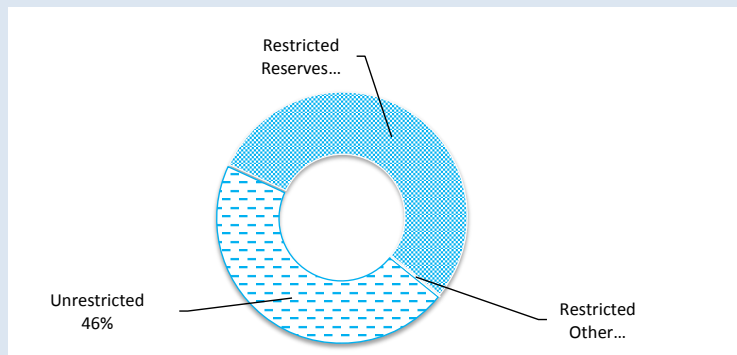
	Unrestricted	Restricted Reserves	Restricted Muni	Total Amount	Institution	Interest Rate	Maturity Date
	\$	\$	\$	\$			
Cash on Hand							
Cash On Hand - Admin	27			27	Cash on Hand	Nil	On Hand
At Call Deposits							
Municipal Bank Account - CBA	436,426			436,426	CBA	0.10%	Ongoing
Police Licensing Account - CBA			2,954	2,954	CBA	Variable	Ongoing
Term Deposits							
Business Maximiser Account - CBA	1,371,524			1,371,524	CBA	0.10%	Ongoing
Cash Deposit Account CDA Investment - CBA		2,118,064		2,118,064	CBA	0.47%	30/06/2022
Investments							
Total	1,807,977	2,118,064	2,954	3,928,995			

SIGNIFICANT ACCOUNTING POLICIES

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

KEY INFORMATION

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



Total Cash	Unrestricted
\$3.93 M	\$2.12 M

SHIRE OF THREE SPRINGS

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 31 MAY 2022

OPERATING ACTIVITIES

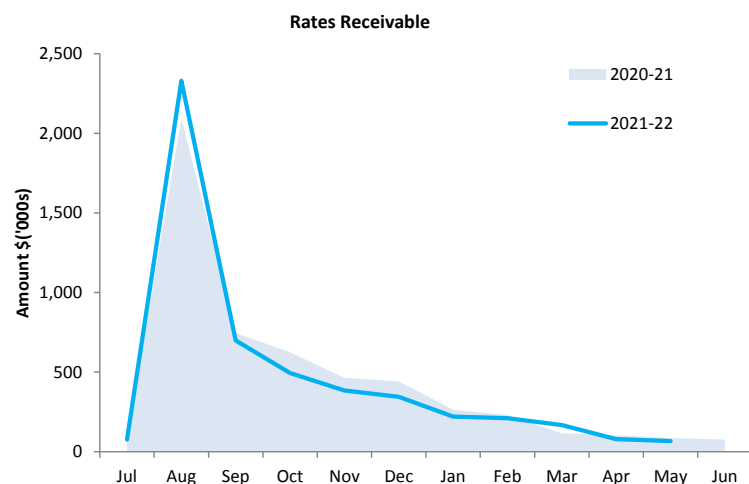
NOTE 3

RECEIVABLES

Receivables - Rates & Rubbish	30 June 2021	31 May 22
	\$	\$
Opening Arrears Previous Years	76,668	76,633
Levied this year	2,215,050	2,314,878
Less Collections to date	(2,215,086)	(2,324,630)
Equals Current Outstanding	76,633	66,881
Net Rates Collectable	76,633	66,881
% Collected	96.66%	97.20%

KEY INFORMATION

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



Collected

97%

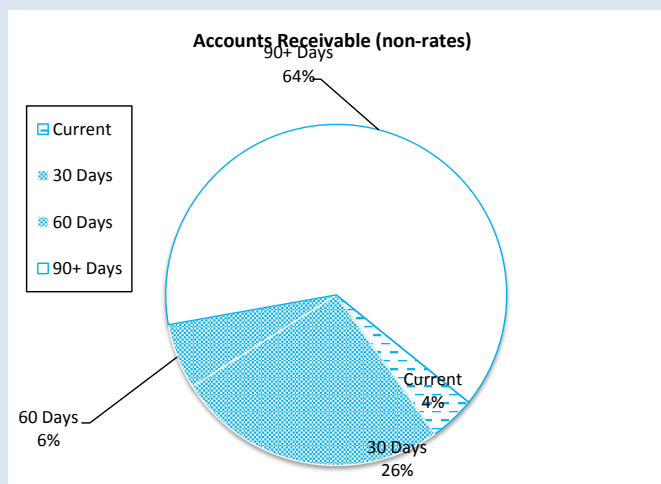
Rates Due

\$66,881

Receivables - General	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$
Receivables - General	420	2,483	600	6,128	9,630
Percentage	4%	26%	6%	64%	
Balance per Trial Balance					
Sundry Debtors					9,630
Receivables - Other					4,962
Total Receivables General Outstanding					14,592
Amounts shown above include GST (where applicable)					

SIGNIFICANT ACCOUNTING POLICIES

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



Debtors Due

\$14,592

Over 30 Days

96%

Over 90 Days

64%

	Opening Balance 1 Jul 2021	Asset Increase	Asset Reduction	Closing Balance 31 May 2022
Other Current Assets	\$	\$	\$	\$
Other Financial Assets at Amortised Cost				
Financial assets at amortised cost - self supporting loans	0	60,051	0	60,051
Inventory				
Fuel, Visitor and Rec Centres stock on hand	2,305	6,408	0	8,712
Land held for resale	0	0	0	0
Accrued income and prepayments				
Accrued income and prepayments	3,194	0	(3,194)	0
Contract assets				
Contract assets	0	0	0	0
Total Other Current assets				68,763
Amounts shown above include GST (where applicable)				

KEY INFORMATION

Other financial assets at amortised cost

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

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

Inventory

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

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

Land held for resale

Land held for development and resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development.

Borrowing costs and holding charges incurred after development is completed are expensed.

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

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

CONTRACT ASSETS

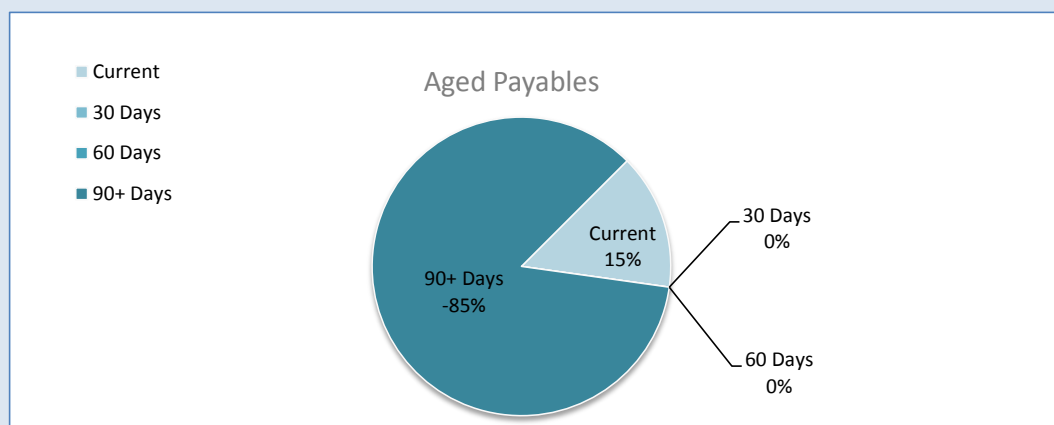
A contract asset is the right to consideration in exchange for goods or services the entity has transferred to a customer when that right is conditioned on something other than the passage of time.

Payables - General	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$
Payables (Sundry Creditors) - General	70	0	0	(406)	(335)
Percentage	-20.9%	0%	0%	120.9%	
Balance per Trial Balance					
Sundry creditors - General					(335)
Other creditors					168
Accruals/Income in Advance					15,189
ATO liabilities					39,535
Other accruals/payables					0
Total Payables General Outstanding					54,556

Amounts shown above include GST (where applicable)

KEY INFORMATION

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



Creditors Due

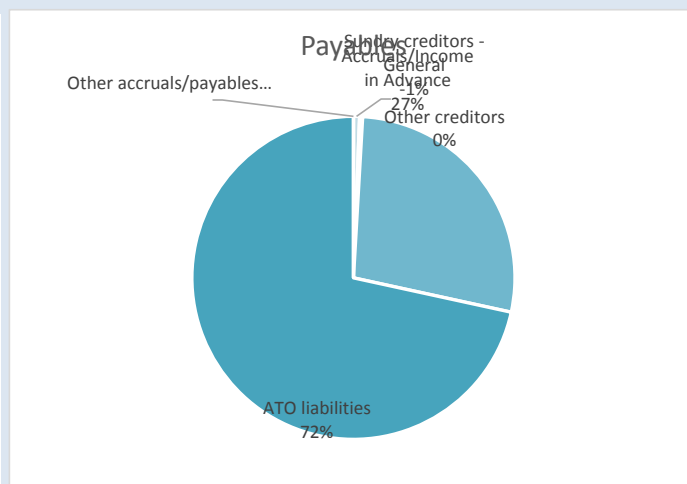
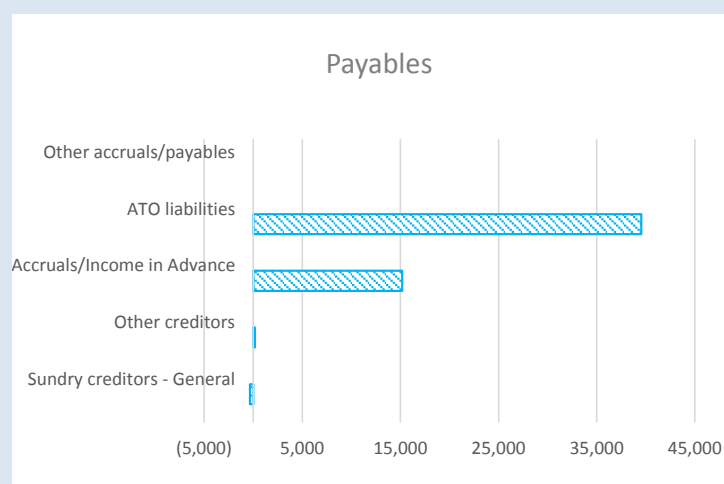
\$54,556

Over 30 Days

121%

Over 90 Days

120.9%



SHIRE OF THREE SPRINGS

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 31 MAY 2022

OPERATING ACTIVITIES

NOTE 6

RATE REVENUE

RATE TYPE	Rate in	Number of Properties	Rateable Value	Budget				YTD Actual			
				Rate Revenue	Interim Rate	Back Rate	Total Revenue	Rate Revenue	Interim Rates	Back Rates	Total Revenue
	\$			\$	\$	\$	\$	\$	\$	\$	\$
General Rate											
Gross rental valuations											
GRV Residential	0.123195	206	2,021,136	248,994	0	0	248,994	248,993.82	117	0	249,111
GRV Mining	0.123195	1	252,500	31,107	0	0	31,107	31,106.74	0	0	31,107
Unimproved valuations											
UV Rural and Arrino Town	0.013861	183	138,087,000	1,914,024	0	0	1,914,024	1,914,023.94	4,081	0	1,918,105
UV Mining	0.013861	5	253,954	3,520	0	0	3,520	3,520.06	1,119	0	4,639
Sub-Totals		395	140,614,590	2,197,645	0	0	2,197,645	2,197,645	5,318	0	2,202,962
Minimum Payment											
	\$										
Gross rental valuations											
GRV Residential	470	20	13,439	9,400	0	0	9,400	9,400	0	0	9,400
GRV Mining	470	0	0	0	0	0	0	0	0	0	0
Unimproved valuations											
UV Rural and Arrino Town	470	23	330,950	10,810	0	0	10,810	10,810	0	0	10,810
UV Mining	470	22	210,533	10,340	0	0	10,340	10,340	0	0	10,340
Sub-Totals		65	554,922	30,550	0	0	30,550	30,550	0	0	30,550
		460	141,169,512	2,228,195	0	0	2,228,195	2,228,195	5,318	0	2,233,512
Amount from General Rates											
Ex-Gratia Rates							2,228,195				2,233,512
							8,161				9,435
Total Rates							2,236,356				2,242,947

SHIRE OF THREE SPRINGS

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 31 MAY 2022

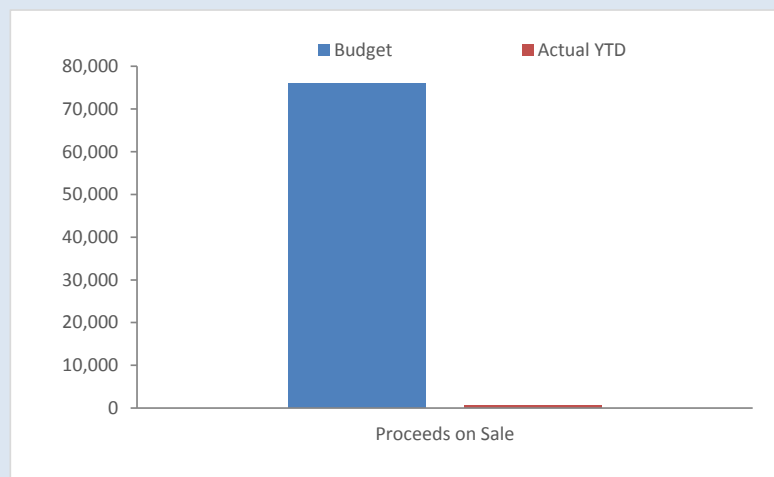
OPERATING ACTIVITIES

NOTE 7

DISPOSAL OF ASSETS

Asset Number	Asset Description	Amended Budget				YTD Actual			
		Net Book Value	Proceeds	Profit	(Loss)	Net Book Value	Proceeds	Profit	(Loss)
		\$	\$	\$	\$	\$	\$	\$	\$
Furniture and Equipment									
FE006	New Ricoh Mpc6004Exsp Multi-Purposer Printe	2,858	545		(2,313)	2,858	545		(2,313)
Plant and Equipment									
P500802	Caterpillar 2011 Loader 928Zq 2011(Ts5008)	74,717	70,000		(4,717)	0	0		
100	Toro Mower Gm 7200 72 S/D	7,590	5,000		(2,590)	0	0		
P7126	Custom Tilt Trailer To Suite Toro Mower	0	200	200		0	0		
P1416	Custom Built 8 X 5 Tandem Tradesman Trailer (0	200	200		0	0		
		85,165	75,945	400	(9,619)	2,858	545	0	(2,313)

KEY INFORMATION



Proceeds on Sale

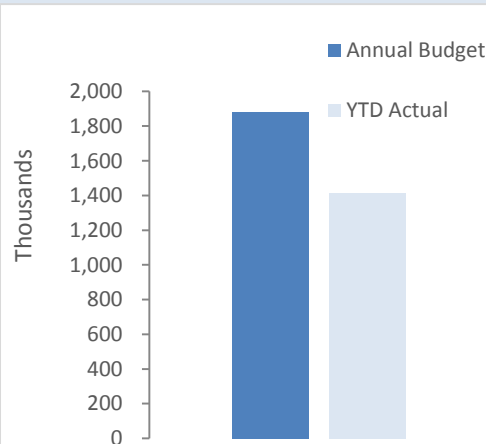
Budget	YTD Actual	%
\$75,945	\$545	1%

Capital Acquisitions	Adopted		Amended		YTD Budget Variance
	Annual Budget	YTD Budget	Annual Budget	YTD Actual Total	
	\$	\$	\$	\$	\$
Land Held for Resale	0	0	0	0	0
Land and Buildings	240,821	102,160	115,277	113,168	11,008
Plant and Equipment	382,500	313,384	366,075	60,474	(252,910)
Furniture and Equipment	0	0	0	0	0
Infrastructure Assets - Roads	1,193,096	1,177,880	1,193,096	1,031,326	(146,554)
Infrastructure Assets - Drainage	0	0	0	0	0
Infrastructure Assets - Footpaths	0	0	0	0	0
Infrastructure Assets - Parks and Ovals	187,370	195,663	205,695	208,502	12,839
Infrastructure Assets - Airfield	0	0	0	0	0
Capital Expenditure Totals	2,003,787	1,789,087	1,880,143	1,413,471	(375,616)
Capital acquisitions funded by:					
	\$	\$	\$	\$	\$
Capital Grants and Contributions	1,206,785	1,160,785	1,160,785	661,129	(499,656)
Borrowings	80,000	80,000	80,000	80,000	0
Other (Disposals & C/Fwd)	80,000	75,944	75,945	545	(75,399)
Council contribution - Cash Backed Reserves					
Various Reserves	375,122	335,852	375,122	0	(335,852)
Council contribution - operations	261,880	136,506	188,291	671,797	535,290
Capital Funding Total	2,003,787	1,789,087	1,880,143	1,413,471	(375,616)

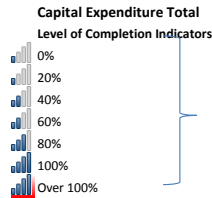
SIGNIFICANT ACCOUNTING POLICIES

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

KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	\$1.88 M	\$1.41 M	75%
Capital Grant	Annual Budget	YTD Actual	% Received
	\$1.16 M	\$0.66 M	57%



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

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

Level of completion indicator, please see table at the top of this note for further detail.					Adopted	Amended		Total YTD	Variance	
Assets	Number	Sheet	Number	Budget	Budget	YTD Budget				
					\$	\$	\$	\$	\$	
Buildings										
Housing										
1.00		House - (Lot 74) 5 Gooch St - Building (Capital)	4090110	510	BC9002	(18,400)	(2,899)	(2,895)	(2,899)	(4)
1.53		House - (Lot 35) 47 Williamson St - Building (Capital)	4090110	510	BC9009	(30,770)	(19,831)	(13,220)	(30,281)	(17,061)
1.00		House - (Lot 157) 65 Carter St - Building (Capital)	4090110	510	BC9011	(17,200)	0	0	0	0
1.00		Unit 1 - 66A Williamson St - Building (Capital)	4090110	510	BC9015	(6,500)	(5,500)	(5,038)	(5,495)	(457)
1.00		House - (Lot 67) 19 Gooch St - Building (Capital)	4090110	510	BC9061	(31,200)	(11,452)	(10,494)	(11,452)	(958)
1.00		House - (Lot 173) 50 Carter St - Building (Capital)	4090110	510	BC9079	(9,400)	0	0	0	0
1.00		House - (Lot 214) 21 Franklin St - Building (Capital)	4090210	510	BC9003	(15,744)	(756)	(756)	(756)	(0)
1.00		House - (Lot 16) 30 Touche St (Child Care) - Building (Capital)	4090210	510	BC9052	(4,126)	(1,884)	(1,884)	(1,884)	0
1.00		House - (Lot 54) 17 Glyde St (LGCHP) - JV - Building (Capital)	4090210	510	BC9054	(3,914)	0	0	0	0
1.00		Kadathinni Unit 1 - (Lot 235) Carter St - Building (Capital)	4090310	510	BC90491	(1,200)	0	0	0	0
1.00		Kadathinni Unit 2 - (Lot 235) Carter St - Building (Capital)	4090310	510	BC90492	(1,200)	0	0	0	0
1.00		Kadathinni Unit 3 - (Lot 235) Carter St - Building (Capital)	4090310	510	BC90493	(5,400)	0	0	0	0
1.00		Kadathinni Unit 4 - (Lot 235) Carter St - Building (Capital)	4090310	510	BC90494	(5,400)	0	0	0	0
1.00		Kadathinni Unit 5 - (Lot 235) Carter St - Building (Capital)	4090310	510	BC90495	(7,570)	0	0	0	0
1.00		Kadathinni Unit 6 - (Lot 235) Carter St - Building (Capital)	4090310	510	BC90496	(5,400)	0	0	0	0
Total - Housing						(163,424)	(42,322)	(34,287)	(52,766)	(18,479)
Recreation And Culture										
0.41		Swimming Pool - Mayrhofer Street - Building (Capital)	4110210	510	BC1104	(12,000)	(12,000)	(8,000)	(4,919)	3,081
1.00		Pavillion - Oval - Building (Capital) (incl NEW GYM postings - use	4110310	510	BC1103	(6,937)	(6,455)	(5,375)	(6,455)	(1,080)
1.00		Sporting Club - Slaughter Street - Building (Capital)	4110310	510	BC1106	(3,960)	0	0	(3,600)	(3,600)
Total - Recreation And Culture						(22,897)	(18,455)	(13,375)	(14,974)	(1,599)
Economic Services										
1.00		Duffy's Store Redevelopment Intial Planning Costs	4130810	510	BC1021	0	0	0	(7,500)	(7,500)
0.00		Westrail Building - Railway Road - Building (Capital)	4130810	510	BC013	(9,500)	(9,500)	(9,498)	0	9,498
0.84		Duffy Store Redevelopment Capex	4130810	510	BC1021A	(45,000)	(45,000)	(45,000)	(37,928)	7,072
Total - Economic Services						(54,500)	(54,500)	(54,498)	(45,428)	9,070
0.98		Total - Buildings				(240,821)	(115,277)	(102,160)	(113,168)	(11,008)
Plant & Equipment										
Governance										
1.00		New Copier Ricoh IM C6000	4040130	530	CA001	(9,500)	(8,215)	(8,215)	(8,215)	0
Total - Governance						(9,500)	(8,215)	(8,215)	(8,215)	0
Recreation & Culture										
1.00		HALLS - Plant & Equipment (Capital)	4110130	530		(8,000)	(2,682)	(2,682)	(2,682)	0
Total - Recreation & Culture						(8,000)	(2,682)	(2,682)	(2,682)	0
Transport										
0.00		New Caterpilalr Loader	4120330	530	PA5008	(300,000)	(305,600)	(254,665)	0	254,665
1.00		New Ride on Mower	4120330	530	PA5020	(35,000)	(31,806)	(31,806)	(31,806)	(0)
1.00		3.6 x 19.20 HD Bob Cat Tailer	4120330	530	PA7126	(18,000)	(12,508)	(12,508)	(12,508)	0
1.00		8x5 HD Tradesman Trailer with full length sheel from the roof	4120330	530	PA7223	(12,000)	(5,264)	(3,508)	(5,264)	(1,756)
Total - Transport						(365,000)	(355,178)	(302,487)	(49,578)	252,909
0.17		Total - Plant & Equipment				(382,500)	(366,075)	(313,384)	(60,474)	252,910
Infrastructure - Roads										
Transport										
1.27		Lynch Road 2021-22 Gravel resheet SLK 3520-11210 (R2R)	4120146	540	R2R014	(156,876)	(156,876)	(156,873)	(199,154)	(42,281)
0.82		Sunset Road 2021-22 Gravel Sheet SLK 0-5100 (R2R)	4120146	540	R2R037	(90,620)	(90,620)	(90,615)	(73,862)	16,753
0.00		McKenzie Road 2021-22 Gravel resheet SLK 0-3800 (R2R)	4120146	540	R2R056	(45,600)	(45,600)	(30,398)	(225)	30,173
1.00		Wade Road (R2R)	4120146	540	R2R057	0	0	0	(2,978)	(2,978)
0.51		Dudawa Road Sealed 2021-22 SLK 3.53 - 8.39 (RRG)	4120149	540	RRG002	(300,000)	(201,506)	(201,504)	(102,542)	98,961
0.74		Arrino South Road Sealed 2021-22 SLK 9.75-13.96 (RRG)	4120149	540	RRG006	(300,000)	(296,000)	(295,999)	(220,074)	75,925
1.00		Three Springs-Morawa Rd (RRG)	4120149	540	RRG106	0	0	0	0	0
1.07		Three Springs-Morawa Rd (RRG) 2020-21 SLK 24.50 - 29.86 (RRG)	4120149	540	RRG106A	(300,000)	(402,495)	(402,492)	(432,492)	(29,999)
Total - Transport						(1,193,096)	(1,193,096)	(1,177,880)	(1,031,326)	146,554
0.86		Total - Infrastructure - Roads				(1,193,096)	(1,193,096)	(1,177,880)	(1,031,326)	146,554
Infrastructure - Parks & Ovals										
Recreation And Culture										
1.00		Skate Park	4110370	570	PC005	(30,000)	(30,051)	(20,032)	(30,051)	(10,019)
1.00		Lovelock Soak Plumblings	4110370	570	PC006	(32,370)	(251)	(251)	(251)	(0)
1.02		Dominican Park	4110370	570	PC007	(125,000)	(175,393)	(175,380)	(178,200)	(2,820)
Total - Recreation And Culture						(187,370)	(205,695)	(195,663)	(208,502)	(12,839)
1.01		Total - Infrastructure - Parks & Ovals				(187,370)	(205,695)	(195,663)	(208,502)	(12,839)
0.75		Grand Total				(2,003,787)	(1,880,143)	(1,789,087)	(1,413,471)	375,616

SHIRE OF THREE SPRINGS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2022

FINANCING ACTIVITIES
NOTE 9
LOAN DEBENTURE BORROWINGS AND FINANCING

(a) Information on Loan Debenture Borrowings

Particulars/Purpose	01 Jul 2021	New Loans			Principal Repayments			Principal Outstanding			Interest & Guarantee Fee Repayments		
		Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Recreation and Culture													
Loan 160 - Swimming Pool	68,320	0	0	0	10,843	21,897	21,897	57,477	46,422	46,422	1,165	2,459	2,459
	68,320	0	0	0	10,843	21,897	21,897	57,477	46,422	46,422	1,165	2,459	2,459
Self supporting loans													
Recreation and Culture													
Loan 161 - Bowling Green Resurface	0	80,000	80,000	80,000	19,949	19,949	39,938	60,051	60,051	40,062	396	135	218
	0	80,000	80,000	80,000	19,949	19,949	39,938	60,051	60,051	40,062	396	135	218
Total	68,320	80,000	80,000	80,000	30,792	41,847	61,835	117,528	106,473	86,485	1,561	2,594	2,678
Current loan borrowings	21,897							11,054					
Non-current loan borrowings	46,423							106,473					
	68,320							117,528					

All debenture repayments were financed by general purpose revenue.

(b) Information on Financing

The Shire of Three Springs do not have any operating or finance leases to be reported.

SHIRE OF THREE SPRINGS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2022

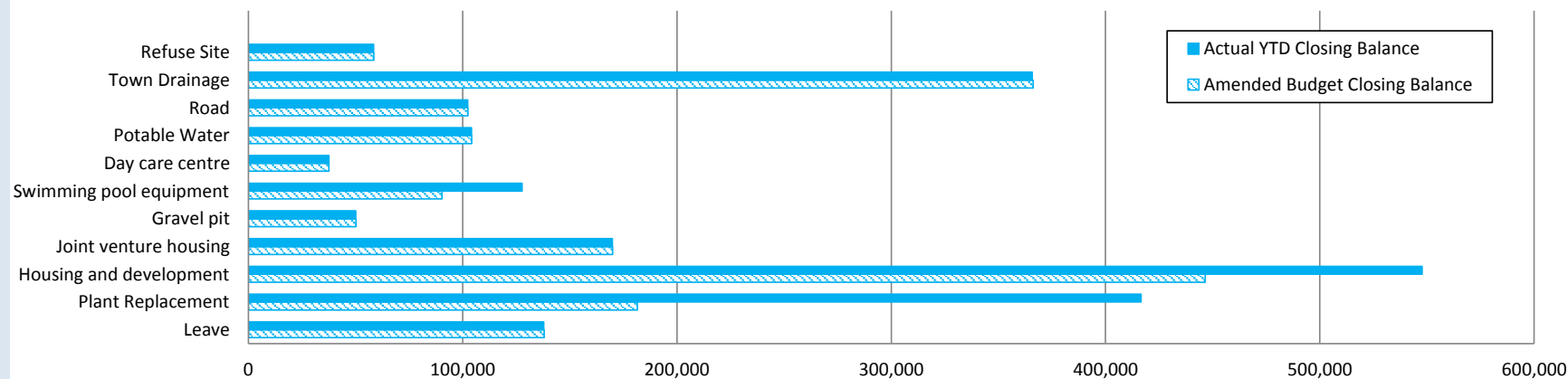
OPERATING ACTIVITIES
NOTE 10
CASH BACKED RESEVES

Cash Backed Reserve

Reserve Name	Opening Balance	Amended Budget Interest Earned	Actual Interest Earned	Amended Budget Transfers In (+)	Actual Transfers In (+)	Amended Budget Transfers Out (-)	Actual Transfers Out (-)	Amended Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Leave	137,477	553	383	0	0	0	0	138,030	137,859
Plant Replacement	415,416	1,672	1,157	0	0	(235,600)	0	181,488	416,573
Housing and development	546,222	2,198	1,521	0	0	(101,941)	0	446,479	547,744
Joint venture housing	169,349	682	472	0	0	0	0	170,031	169,821
Gravel pit	50,007	201	139	0	0	0	0	50,208	50,146
Swimming pool equipment	127,409	513	355	0	0	(37,581)	0	90,341	127,764
Day care centre	37,430	151	104	0	0	0	0	37,581	37,534
Potable Water	103,786	418	289	0	0	0	0	104,204	104,075
Road	102,057	411	284	0	0	0	0	102,468	102,341
Town Drainage	364,747	1,468	1,016	0	0	0	0	366,215	365,763
Refuse Site	58,282	233	162	0	0	0	0	58,515	58,445
	2,112,181	8,500	5,883	0	0	(375,122)	0	1,745,559	2,118,064

KEY INFORMATION

Note 9 - Year To Date Reserve Balance to End of Year Estimate



SHIRE OF THREE SPRINGS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2022

OPERATING ACTIVITIES
NOTE 11
OTHER CURRENT LIABILITIES

Other Current Liabilities	Note	Opening Balance 1 Jul 2021	Liability Increase	Liability Reduction	Closing Balance 31 May 2022
		\$	\$	\$	\$
Contract Liabilities					
Unspent grants, contributions and reimbursements					
- operating	12	47,970	59,586	(85,487)	22,069
- non-operating	13	98,666	660,852	(511,129)	248,389
Total unspent grants, contributions and reimbursements		146,636	720,438	(596,616)	270,458
Less non-current unspent grants, contributions and reimbursements		(58,500)	0	0	(58,500)
Total current unspent grants, contributions and reimbursements		88,136	720,438	(596,616)	211,958
Provisions					
Annual leave		142,888	0	0	142,888
Long service leave		50,813	0	0	50,813
Total Provisions		193,700	0	0	193,700
Total Other Current Liabilities					464,158
Amounts shown above include GST (where applicable)					

KEY INFORMATION

PROVISIONS

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

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

EMPLOYEE BENEFITS

Short-term employee benefits

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

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

Other long-term employee benefits

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

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

CONTRACT LIABILITIES

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

SHIRE OF THREE SPRINGS

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 31 MAY 2022

NOTE 12

OPERATING GRANTS AND CONTRIBUTIONS

Provider	Unspent Operating Grant, Subsidies and Contributions Liability					Operating Grants, Subsidies and Contributions Revenue			
	Liability 1 Jul 2021	Increase in Liability	Liability Reduction (As revenue)	Liability 31 May 2022	Current Liability 31 May 2022	Adopted Budget Revenue	Amended Annual Budget	Amended YTD Budget	YTD Actual Revenue
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Grants and Subsidies									
General purpose funding									
Grants Commission - General (WALGGC)	0	0	0	0	0	344,064	394,530	394,528	1,006,736
Grants Commission - Roads (WALGGC)	0	0	0	0	0	194,490	269,258	269,256	678,345
Law, order, public safety									
DFES Grant - Operating Bush Fire Brigade	12,970	34,586	(40,310)	7,246	7,246	35,813	38,000	28,500	40,310
Seniors Week Grant (Council on the Ageing)	0	0	0	0	0	1,000	1,000	999	0
Recreation and culture									
NADC National Australia Day Grant	0	15,000	(10,177)	4,823	4,823	0	8,000	8,000	10,177
Transport									
Direct Grant (MRWA)	0	0	0	0	0	119,330	119,330	119,330	119,330
Street Lighting Subsidy (MRWA)	0	0	0	0	0	250	250	250	233
Regional Arts WA Grant - Radio/Audio Promotion	0	10,000	0	10,000	10,000	0	0	0	0
Other property and services									
DPRID Traineeship Grant	35,000	0	(35,000)	0	0	35,000	35,000	23,334	35,000
	47,970	59,586	(85,487)	22,069	22,069	729,947	865,368	844,197	1,890,131
Operating Contributions									
Health									
Medical Centre Contribution	0	0	0	0	0	60,000	60,000	60,000	55,858
Landcare Group - Transfer from Bonds	0	0	0	0	0	32,000	33,149	27,620	0
Recreation and culture									
Recreation miscellaneous contribution	0	0	0	0	0	2,500	4,500	3,750	4,477
Library miscellaneous contributions	0	0	0	0	0	0	0	0	161
International Women's Day Event contributions	0	0	0	0	0	0	0	0	191
Other property and services									
Administration miscellaneous contributions	0	0	0	0	0	13,000	13,000	10,830	13,985
	0	0	0	0	0	107,500	110,649	102,200	74,672
TOTALS	47,970	59,586	(85,487)	22,069	22,069	837,447	976,017	946,397	1,964,802

SHIRE OF THREE SPRINGS

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2022

NOTE 13

NON-OPERATING GRANTS AND CONTRIBUTIONS

Provider	Unspent Non Operating Grants, Subsidies and Contributions Liability					Non Operating Grants, Subsidies and Contributions Revenue			
	Liability 1 Jul 2021	Increase in Liability	Liability Reduction (As revenue)	Liability 31 May 2022	Current Liability 31 May 2022	Adopted Budget Revenue	Amended Annual Budget	Amended YTD Budget	YTD Actual Revenue
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Operating Grants and Subsidies									
General purpose funding									
Drought Community Program	0	0	0	0	0	150,000	150,000	150,000	150,000
Recreation and culture									
LRCIP Domincian Park	40,166	0	(40,166)	0	0	118,785	118,785	118,785	40,166
Transport									
RTR Grant - Neburu Road Gravel	0	156,876	(156,876)	0	0	156,876	156,876	156,876	156,876
RTR Grant - Sheppard Road	0	90,620	(73,862)	16,758	16,758	90,620	90,620	90,620	73,862
RTR Grant - Hydraulic Road	0	40,980	(225)	40,755	40,755	44,504	44,504	44,504	225
RRG Grant - Dudawa Rd	0	80,000	(80,000)	0	0	200,000	200,000	200,000	80,000
RRG Grant - Arrino South Rd	0	80,000	(80,000)	0	0	200,000	200,000	200,000	80,000
RRG Grant - Three Springs-Morawa Rd	0	80,000	(80,000)	0	0	200,000	200,000	200,000	80,000
WABN Grant - Dual Use Path Construction	0	0	0	0	0	46,000	0	0	0
Economic services									
Lotterywest - Silo Projection Project	0	132,376	0	132,376	132,376	0	0	0	0
	40,166	660,852	(511,129)	189,889	189,889	1,206,785	1,160,785	1,160,785	661,129
Non-Operating Contributions									
Community amenities									
Karara Mining Refuse Site Contribution	58,500	0	0	58,500	58,500	0	0	0	0
	58,500	0	0	58,500	58,500	0	0	0	0
Total Non-operating grants, subsidies and contributions	98,666	660,852	(511,129)	248,389	248,389	1,206,785	1,160,785	1,160,785	661,129

SHIRE OF THREE SPRINGS
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2022**
NOTE 14
BONDS & DEPOSITS AND TRUST FUNDS

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







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

Description	Opening Balance 01 Jul 2021	Amount Received	Amount Paid	Closing Balance 31 May 2022
	\$	\$	\$	\$
Restricted Cash - Bonds and Deposits				
BCITF Levy	46.87	120.40	(46.87)	120.40
BSL Levy	113.30	56.65	(113.30)	56.65
Community Bus Bonds	100.00	0.00	0.00	100.00
Crossover/Footpath Bonds	0.00	0.00	0.00	0.00
Developer Bonds	0.00	0.00	0.00	0.00
Keys, Hall and Equipment Bonds	0.00	0.00	0.00	0.00
Landcare Groups	95,295.98	0.00	0.00	95,295.98
Other Bonds	0.00	0.00	0.00	0.00
Police Licensing	300.50	193,443.60	(193,006.95)	737.15
Rehabilitation Bonds	0.00	0.00	0.00	0.00
Roadworks Bonds	0.00	0.00	0.00	0.00
Public Standpipe System Access Card	0.00	0.00	0.00	0.00
Housing Bonds	0.00	0.00	0.00	0.00
Councillor Nomination Fees	0.00	240.00	(240.00)	0.00
Transportable Buildings Bonds	5,000.00	0.00	0.00	5,000.00
Visitor Centre	0.00	1,628.50	(1,628.50)	0.00
Community GYM Bond	0.00	2,040.00	(570.00)	1,470.00
Community GYM Bond	0.00	353.97	0.00	353.97
Sub-Total	100,856.65	197,883.12	(195,605.62)	103,134.15
Trust Funds				
Nil				
Sub-Total	0.00	0.00	0.00	0.00
	100,856.65	197,883.12	(195,605.62)	103,134.15

KEY INFORMATION

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially.

The material variance adopted by Council for the 2021/22 year is \$10,000 and 10%.

Reporting Program	Var. \$	Var. %	Var. 	Var. 	Timing/ Permanent	Explanation of Variance
Revenue from operating activities	\$	%				
General Purpose Funding - Other	1,019,449	147%			Permanent	The Shire received greater than expected FAG income.
Law, Order and Public Safety	14,581	44%			Timing	ESL funding received early Plus balance from 2020-21.
Community Amenities	(21,003)	(19%)			Timing	ENVIRON Contribution not yet received. Cemetery Revenue received not budgeted for.
Other Property and Services	12,769	17%			Timing	Dprid Grant for Mechanic Trainee budgeted for final quarter of 2022, received February 2022.
Expenditure from operating activities						
Health	(46,000)	(23%)			Timing	Timing of Payment to the Doctor services second instalment budgeted for in June 2022.
Education and Welfare	19,503	23%			Timing	Timing - The Early Learning Childhood Centre building maintenance is running behind budget
Community Amenities	67,986	21%			Timing	Storm Water Drainage Maintenance Works yet to commence. Refuse Site Maintenance tracking lower than budget.
Recreation and Culture	144,999	13%			Timing	Swimming Pool - Building Operations phased November 21 - February 2022, should be full year.
Economic Services	32,092	13%			Timing	Timing - Various expenditure accounts tracking lower than budget In Tourism & Area Promotion programme.
Other Property and Services	40,882	176%			Timing	Public Work Overheads recoveries tracking lower the budget.
Investing Activities						
Non-operating Grants, Subsidies and	(499,656)	(43%)			Timing	Road program funding and LRCIP funding behind budget
Proceeds from Disposal of Assets	(75,399)	(99%)			Timing	The disposal of assets behind budget.
Land and Buildings	(11,008)	(11%)			Timing	Capital works - Refer to Note 8 Capital details
Plant and Equipment	252,910	81%			Timing	Capital works - Refer to Note 8 Capital details
Infrastructure Assets - Roads	146,554	12%			Timing	Capital works - Refer to Note 8 Capital details
Infrastructure Assets - Parks and Ovals	(12,839)	(7%)			Timing	Capital works - Refer to Note 8 Capital details
Financing Activities						
Transfer from Reserves	(335,852)	(100%)			Timing	Transfers from reserve budget phasing is ahead of actuals.

SHIRE OF THREE SPRINGS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2022

NOTE 16
BUDGET AMENDMENTS

GL Code	Job #	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
		Budget Adoption		Closing Surplus/(Deficit)	\$	\$	\$	\$
							0	0
		Opening surplus adjustment		Opening Surplus(Deficit)			(65,469)	(65,469)
2140205		ADMIN - Recruitment	084/2021	Operating Expenses			(20,000)	(85,469)
2040104		MEMBERS - Training & Development	084/2021	Operating Expenses		5,000		(80,469)
2040109		MEMBERS - Members Travel and Accommodation	084/2021	Operating Expenses		2,000		(78,469)
2040116		MEMBERS - Election Expenses	084/2021	Operating Expenses		7,000		(71,469)
2140204		ADMIN - Training & Development	084/2021	Operating Expenses		6,000		(65,469)
2070721		OTH HEALTH - Information Technology	085/2021	Operating Expenses			(20,000)	(85,469)
2040252		OTH GOV - Other Consultancy	085/2021	Operating Expenses		10,000		(75,469)
2120252		ROADM - Consultants	085/2021	Operating Expenses		10,000		(65,469)
2070721		OTH HEALTH - Information Technology	085/2021	Operating Expenses			(3,844)	(69,313)
3070701		OTH HEALTH - Reimbursements	085/2021	Operating Revenue		3,844		(65,469)
4110370	PC007	Dominican Park	094/2021	Operating Expenses			(35,000)	(100,469)
2120211	KM000	Kerb Maintenance General (Budget Only)	094/2021	Operating Expenses		35,000		(65,469)
2030114		RATES - Debt Collection Expenses	021/2022	Operating Expenses		4,500.00		(60,969)
2030116		RATES - Postage and Freight	021/2022	Operating Expenses			(300.00)	(61,269)
2030199		RATES - Administration Allocated	021/2022	Operating Expenses		81.00		(61,188)
2030120		RATES - Instalment Admin Fee Received	021/2022	Operating Revenue		200.00		(60,988)
3030121		RATES - Account Enquiry Charges	021/2022	Operating Revenue		1,800.00		(59,188)
3030122		RATES - Reimbursement of Debt Collection Costs	021/2022	Operating Revenue			(4,500.00)	(63,688)
3030140		RATES - Ex-Gratia Rates (CBH, etc.)	021/2022	Operating Revenue			(839.00)	(64,527)
3030146		RATES - Instalment Interest Received	021/2022	Operating Revenue		1,200.00		(63,327)
3030147		RATES - Pensioner Deferred Interest Received	021/2022	Operating Revenue			(300.00)	(63,627)
2030212		GEN PUR - Public Relations - Yakabout	021/2022	Operating Expenses		250.00		(63,377)
2030299		GEN PUR - Administration Allocated	021/2022	Operating Expenses		34.00		(63,343)
3030210		GEN PUR - Financial Assistance Grant - General	021/2022	Operating Revenue		50,466.00		(12,877)
3030211		GEN PUR - Financial Assistance Grant - Roads	021/2022	Operating Revenue		74,768.00		61,891
3030224		GEN PUR - Contributions Yakabout	021/2022	Operating Revenue		500.00		62,391
3030246		GEN PUR - Interest Earned - Municipal Funds	021/2022	Operating Revenue			(2,500.00)	59,891
2040104		MEMBERS - Training & Development	021/2022	Operating Expenses		23,000.00		82,891
2040116		MEMBERS - Election Expenses	021/2022	Operating Expenses			(1,541.00)	81,350
2040129		MEMBERS - Donations to Community Groups	021/2022	Operating Expenses		20,000.00		101,350
2040141		MEMBERS - Subscriptions & Publications	021/2022	Operating Expenses		1,000.00		102,350
2040187		MEMBERS - Other Expenses	021/2022	Operating Expenses			(1,000.00)	101,350
2040188	BO4001	Council Chambers - Building Operations	021/2022	Operating Expenses			(316.00)	101,034
2040189	BM4001	Council Chambers - Building Maintenance	021/2022	Operating Expenses		20,253.00		121,287
2040191		MEMBERS - Loss on Disposal of Asset	021/2022	Operating Expenses	(2,312.64)			121,287
2040199		MEMBERS - Administration Allocated	021/2022	Operating Expenses		229.00		121,516
4040130	CA001	New Copier Ricoh Im C6000	021/2022	Capital Expenses		1,285.00		122,801
5040150		MEMBERS - Proceeds on Disposal of Assets	021/2022	Capital Revenue		545.45		123,347
5040151		MEMBERS - Realisation on Disposal of Assets	021/2022	Capital Revenue	(545.45)			123,347
2040206		OTH GOV - Fringe Benefits Fax (FBT)	021/2022	Operating Expenses			(3,000.00)	120,347
2040208		OTH GOV - Other Employee Expenses	021/2022	Operating Expenses			(500.00)	119,847
2040211		OTH GOV - Civic Functions, Refreshments & Receptions	021/2022	Operating Expenses		1,500.00		121,347
2040250		OTH GOV - Consultancy - Statutory	021/2022	Operating Expenses		30,000.00		151,347
2040251		OTH GOV - Consultancy - Strategic	021/2022	Operating Expenses		3,000.00		154,347
2040252		OTH GOV - Other Consultancy	021/2022	Operating Expenses			(38,554.00)	115,793
2040285		OTH GOV - Legal Expenses	021/2022	Operating Expenses		10,000.00		125,793
2040299		OTH GOV - Administration Allocated	021/2022	Operating Expenses		13.00		125,806
3040201		OTH GOV - Reimbursements	021/2022	Operating Revenue			(10,000.00)	115,806
3040235		OTH GOV - Other Income	021/2022	Operating Revenue			(5,000.00)	110,806
2050110		FIRE - Motor Vehicle Expenses	021/2022	Operating Expenses			(25.00)	110,781
2050192		FIRE - Depreciation	021/2022	Operating Expenses	2,262.00			110,781
2050199		FIRE - Administration Allocated	021/2022	Operating Expenses		16.00		110,797
2050215		ANIMAL - Printing and Stationery	021/2022	Operating Expenses			(20.00)	110,777
2050216		ANIMAL - Relief Ranger Services	021/2022	Operating Expenses		2,000.00		112,777
2050289		ANIMAL - Animal Pound Maintenance	021/2022	Operating Expenses		392.00		113,169
2050299		ANIMAL - Administration Allocated	021/2022	Operating Expenses		34.00		113,203
3050220		ANIMAL - Pound Fees	021/2022	Operating Revenue		100.00		113,303
2050311		OLOPS - CCTV Maintenance	021/2022	Operating Expenses		576.00		113,879
2050399		OLOPS - Administration Allocated	021/2022	Operating Expenses		8.00		113,887
2050586		ESL BFB - Plant & Equipment < \$1,200 per item	021/2022	Operating Expenses			(1,086.36)	112,800
2050589	BM5001	Fire Shed New - Lot 24 Franklin Street - Building Maintenance	021/2022	Operating Expenses		4,460.00		117,260
2050590	BO5001	Fire Shed New - Lot 24 Franklin Street - Building Operations	021/2022	Operating Expenses			(1,116.00)	116,144
2050592	W5001	Fire Control Expenses - Three Springs Maintenance	021/2022	Operating Expenses			(4,111.00)	112,033
2050510	ESL0001	Est Bfb - Operating Grant Income	021/2022	Operating Revenue		2,187.00		114,220
2070412		HEALTH - Analytical Expenses	021/2022	Operating Expenses			(10.00)	114,210
2070492		HEALTH - Depreciation	021/2022	Operating Expenses	1,896.00			114,210
2070499		HEALTH - Administration Allocated	021/2022	Operating Expenses		10.00		114,220
2070720		OTH HEALTH - Communication Expenses	021/2022	Operating Expenses		200.00		114,420
2070787		OTH HEALTH - Other Expenses	021/2022	Operating Expenses		250.00		114,670
2070788	BO7016	Dental Surgery - New - Building Operations	021/2022	Operating Expenses			(175.00)	114,495
2070789	BM7016	Dental Surgery - New - Building Maintenance	021/2022	Operating Expenses		4,110.00		118,605
2070792		OTH HEALTH - Depreciation	021/2022	Operating Expenses	13,018.00			118,605
2070799		OTH HEALTH - Administration Allocated	021/2022	Operating Expenses		13.00		118,618
2080388	BO028	Early Learning Childhood Centre - 19 Maryhofer Street - Building C	021/2022	Operating Expenses			(2,237.00)	116,381
2080392		FAMILIES - Depreciation	021/2022	Operating Expenses	37,141.00			116,381
2080399		FAMILIES - Administration Allocated	021/2022	Operating Expenses		4.00		116,385
2080792		WELFARE - Depreciation	021/2022	Operating Expenses	3,981.00			116,385
2080799		WELFARE - Administration Allocated	021/2022	Operating Expenses		12.00		116,397
2090188	BO9009	House - (Lot 35) 47 Williamson St - Building Operations	021/2022	Operating Expenses			(3,292.00)	113,105
2090188	BO9061	House - (Lot 67) 19 Gooch St - Building Operations	021/2022	Operating Expenses			(281.00)	112,824
2090188	BO9079	House - (Lot 173) 50 Carter St - Building Operations	021/2022	Operating Expenses			(105.00)	112,719
2090189	BM9000	House - (Lot 10) 41 Slaughter St - Building Maintenance	021/2022	Operating Expenses		2,478.00		115,197
2090189	BM9002	House - (Lot 74) 5 Gooch St - Building Maintenance	021/2022	Operating Expenses		2,223.00		117,420
2090189	BM9004	House - (Lot 30) 3 Howard St - Building Maintenance	021/2022	Operating Expenses			(600.00)	116,820
2090189	BM9006	House - (Lot 58) 44 Williamson St - Building Maintenance	021/2022	Operating Expenses			(17,095.00)	99,725
2090189	BM9007	House - (Lot 29) 5 Howard St - Building Maintenance	021/2022	Operating Expenses		2,683.00		102,408
2090189	BM9009	House - (Lot 35) 47 Williamson St - Building Maintenance	021/2022	Operating Expenses			(2,000.50)	100,408
2090189	BM9011	House - (Lot 157) 65 Carter St - Building Maintenance	021/2022	Operating Expenses			(8,158.00)	92,250
2090189	BM9012	House - (Lot 222) 46 Carter St - Building Maintenance	021/2022	Operating Expenses		2,210.00		94,460
2090189	BM9015	Unit 1 - 66A Williamson St - Building Maintenance	021/2022	Operating Expenses		1,988.00		96,448
2090189	BM9016	Unit 2 - 66B Williamson St - Building Maintenance	021/2022	Operating Expenses		1,608.00		98,056
2090189	BM9056	House - (Lot 217) 89 Williamson St - Building Maintenance	021/2022	Operating Expenses		2,920.00		100,976
2090189	BM9061	House - (Lot 67) 19 Gooch St - Building Maintenance	021/2022	Operating Expenses			(3,239.00)	97,737
2090189	BM9079	House - (Lot 173) 50 Carter St - Building Maintenance	021/2022	Operating Expenses		2,098.00		99,835
2090199		STF HOUSE - Administration Allocated	021/2022	Operating Expenses		32.00		99,867
2090198		STF HOUSE - Staff Housing Costs Recovered	021/2022	Operating Expenses		3,395.00		103,262
2090120		STF HOUSE - Fees & Charges	021/2022	Operating Revenue		8,000.00		111,262
4090110	BC9002	House - (Lot 74) 5 Gooch St - Building (Capital)	021/2022	Capital Expenses		15,501.00		126,763

4090110	BC9009	House - (Lot 35) 47 Williamson St - Building (Capital)	021/2022	Capital Expenses	10,939.00		137,702
4090110	BC9011	House - (Lot 157) 65 Carter St - Building (Capital)	021/2022	Capital Expenses	17,200.00		154,902
4090110	BC9015	Unit 1 - 66A Williamson St - Building (Capital)	021/2022	Capital Expenses	1,000.00		155,902
4090110	BC9061	House - (Lot 67) 19 Gooch St - Building (Capital)	021/2022	Capital Expenses	19,748.00		175,650
4090110	BC9079	House - (Lot 173) 50 Carter St - Building (Capital)	021/2022	Capital Expenses	9,400.00		185,050
2090288	BO9003	House - (Lot 214) 21 Franklin St - Building Operations	021/2022	Operating Expenses		(1,131.00)	183,919
2090288	BO9054	House - (Lot 54) 17 Glyde St (Lgchp) - Jv - Building Operations	021/2022	Operating Expenses	2,080.00		185,999
2090288	BO9081	House - 3 (Lot 30) Howard Place - Dentist Rental - Building Opera	021/2022	Operating Expenses	2,383.00		188,382
2090289	BM9003	House - (Lot 214) 21 Franklin St - Building Maintenance	021/2022	Operating Expenses	1,071.00		189,453
2090289	BM9052	House - (Lot 16) 30 Touche St (Child Care) - Building Maintenance	021/2022	Operating Expenses	187.00		189,640
2090289	BM9053	House - (Lot 223) 2 Maryhofer St (Nmhs) - Building Maintenance	021/2022	Operating Expenses	1,672.00		191,312
2090289	BM9054	House - (Lot 54) 17 Glyde St (Lgchp) - Jv - Building Maintenance	021/2022	Operating Expenses		(4,813.00)	186,499
2090289	BM9055	House - (Lot 60) 5 Glyde St (Lgchp) - Jv - Building Maintenance	021/2022	Operating Expenses		(2,013.00)	184,486
2090289	BM9081	House - 3 (Lot 30) Howard Place - Dentist Rental - Building Mainte	021/2022	Operating Expenses		(813.00)	183,673
2090289	BM9099	House - Other Housing - Building Maintenance	021/2022	Operating Expenses		(200.00)	183,473
2090292		OTH HOUSE - Depreciation	021/2022	Operating Expenses	29,639.00		183,473
2090299		OTH HOUSE - Administration Allocated	021/2022	Operating Expenses		25.00	183,498
3090201		OTH HOUSE - Rental Reimbursements	021/2022	Operating Revenue		(1,500.00)	181,998
3090220		OTH HOUSE - Fees & Charges	021/2022	Operating Revenue		9,000.00	190,998
4090210	BC9003	House - (Lot 214) 21 Franklin St - Building (Capital)	021/2022	Capital Expenses	14,988.00		205,986
4090210	BC9052	House - (Lot 16) 30 Touche St (Child Care) - Building (Capital)	021/2022	Capital Expenses	2,242.00		208,228
4090210	BC9054	House - (Lot 54) 17 Glyde St (Lgchp) - Jv - Building (Capital)	021/2022	Capital Expenses	3,914.00		212,142
2090388	BO90491	Kadathinni Unit 1 - (Lot 235) Carter St - Building Operations	021/2022	Operating Expenses		(86.00)	212,056
2090388	BO90492	Kadathinni Unit 2 - (Lot 235) Carter St - Building Operations	021/2022	Operating Expenses		(86.00)	211,970
2090388	BO90493	Kadathinni Unit 3 - (Lot 235) Carter St - Building Operations	021/2022	Operating Expenses		(86.00)	211,884
2090388	BO90494	Kadathinni Unit 4 - (Lot 235) Carter St - Building Operations	021/2022	Operating Expenses		(86.00)	211,798
2090388	BO90495	Kadathinni Unit 5 - (Lot 235) Carter St - Building Operations	021/2022	Operating Expenses		(86.00)	211,712
2090388	BO90496	Kadathinni Unit 6 - (Lot 235) Carter St - Building Operations	021/2022	Operating Expenses		(86.00)	211,626
2090389	BM9049	Kadathinni Units - Building Maintenance	021/2022	Operating Expenses		(4,000.00)	207,626
2090389	BM90491	Kadathinni Unit 1 - (Lot 235) Carter St - Building Maintenance	021/2022	Operating Expenses		(887.50)	206,738
2090389	BM90492	Kadathinni Unit 2 - (Lot 235) Carter St - Building Maintenance	021/2022	Operating Expenses	682.50		207,421
2090389	BM90493	Kadathinni Unit 3 - (Lot 235) Carter St - Building Maintenance	021/2022	Operating Expenses	522.50		207,943
2090389	BM90494	Kadathinni Unit 4 - (Lot 235) Carter St - Building Maintenance	021/2022	Operating Expenses	892.50		208,836
2090389	BM90495	Kadathinni Unit 5 - (Lot 235) Carter St - Building Maintenance	021/2022	Operating Expenses		(274.50)	208,561
2090389	BM90496	Kadathinni Unit 6 - (Lot 235) Carter St - Building Maintenance	021/2022	Operating Expenses	695.50		209,257
2090399		COM HOUSE - Administration Allocated	021/2022	Operating Expenses		4.00	209,261
4090310	BC90491	Kadathinni Unit 1 - (Lot 235) Carter St - Building (Capital)	021/2022	Capital Expenses	1,200.00		210,461
4090310	BC90492	Kadathinni Unit 2 - (Lot 235) Carter St - Building (Capital)	021/2022	Capital Expenses	1,200.00		211,661
4090310	BC90493	Kadathinni Unit 3 - (Lot 235) Carter St - Building (Capital)	021/2022	Capital Expenses	5,400.00		217,061
4090310	BC90494	Kadathinni Unit 4 - (Lot 235) Carter St - Building (Capital)	021/2022	Capital Expenses	5,400.00		222,461
4090310	BC90495	Kadathinni Unit 5 - (Lot 235) Carter St - Building (Capital)	021/2022	Capital Expenses	7,570.00		230,031
4090310	BC90496	Kadathinni Unit 6 - (Lot 235) Carter St - Building (Capital)	021/2022	Capital Expenses	5,400.00		235,431
2100111		SAN - Waste Collection	021/2022	Operating Expenses		8,918.00	244,349
2100117	W1001	Refuse Site Maintenance	021/2022	Operating Expenses	18,167.00		262,516
2100165	W1024	Waste Oil Facility Maintenance	021/2022	Operating Expenses	285.75		262,802
2100189	BM1009	Recycling Depot - Water Street - Building Maintenance	021/2022	Operating Expenses	773.45		263,575
2100192		SAN - Depreciation	021/2022	Operating Expenses		(2,045.00)	263,575
2100199		SAN - Administration Allocated	021/2022	Operating Expenses		9.00	263,584
2100211		SAN OTH - Waste Collection	021/2022	Operating Expenses	9,000.00		272,584
2100299		SAN OTH - Administration Allocated	021/2022	Operating Expenses		7.00	272,591
3100200		SAN OTH - Commercial Collection Charge	021/2022	Operating Revenue	1,270.00		273,861
2100311	W1002	Sewerage Scheme Maintenance	021/2022	Operating Expenses		(700.00)	273,161
2100399		SEW - Administration Allocated	021/2022	Operating Expenses		2.00	273,163
3100321		SEW - Septic Tank Inspection Fees	021/2022	Operating Revenue		(210.00)	272,953
2100411	W1003	Stormwater Drainage Maintenance	021/2022	Operating Expenses	33,072.00		306,025
2100555		ENVIRON - Contribution to Landcare	021/2022	Operating Expenses		(1,149.00)	304,876
3100500		ENVIRON - Contributions & Donations	021/2022	Operating Revenue	1,149.00		306,025
2100653		PLAN - Scheme Amendments	021/2022	Operating Expenses	2,500.00		308,525
2100699		PLAN - Administration Allocated	021/2022	Operating Expenses		17.00	308,542
2100710		COM AMEN - Motor Vehicle Expenses	021/2022	Operating Expenses		(2,579.00)	305,963
2100711	W1006	Cemetery Maintenance	021/2022	Operating Expenses		(4,871.00)	301,092
2100711	W1008	Arrino Cemetery Maintenance	021/2022	Operating Expenses	13,526.00		314,618
2100788	BO1008	Public Conveniences - Railway Road - Building Operations	021/2022	Operating Expenses		(4,320.00)	310,298
2100789	BM1006	Cemetery Buildings - Building Maintenance	021/2022	Operating Expenses	292.00		310,590
2100789	BM1008	Public Conveniences - Railway Road - Building Maintenance	021/2022	Operating Expenses	2,280.25		312,870
2100789	BM1114	Public Conveniences - Hockey Ground - Building Maintenance	021/2022	Operating Expenses	2,418.00		315,288
2100799		COM AMEN - Administration Allocated	021/2022	Operating Expenses		44.00	315,332
2110165	W1102	Community Hall Maintenance (Works Crew)	021/2022	Operating Expenses		(1,872.00)	313,460
2110165	W1018	Entrance Statement (Town Oval) Maintenance	021/2022	Operating Expenses	2,118.00		315,578
2110188	BO1101	Community Hall - Carter Street - Building Operations	021/2022	Operating Expenses		(5,719.00)	309,859
2110189	BM1101	Community Hall - Carter Street - Building Maintenance	021/2022	Operating Expenses	1,525.00		311,384
2110199		HALLS - Administration Allocated	021/2022	Operating Expenses		17.00	311,401
4110130		HALLS - Plant & Equipment (Capital)	021/2022	Capital Expenses	5,318.00		316,719
2110200		SWIM AREAS - Salaries	021/2022	Operating Expenses	10,177.00		326,896
2110289	BM1104	Swimming Pool - Maryhofer Street - Building Maintenance	021/2022	Operating Expenses	8,884.00		335,780
2110298		SWIM AREAS - Staff Housing Costs Allocated	021/2022	Operating Expenses	2,478.00		338,258
2110299		SWIM AREAS - Administration Allocated	021/2022	Operating Expenses	31.00		338,289
3110220		SWIM AREAS - Admissions	021/2022	Operating Revenue		(3,000.00)	335,289
2110365	W1105	Other Parks & Gardens Maintenance	021/2022	Operating Expenses		(15,092.00)	320,197
2110365	W1120	Centenary Water Feature Maintenance	021/2022	Operating Expenses	5,740.00		325,937
2110365	W210	Jack Thorpe Gardens Maintenance	021/2022	Operating Expenses		(3,373.00)	322,564
2110365	W220	Byrne Park Maintenance	021/2022	Operating Expenses		(5,373.00)	317,191
2110365	W230	Dominican Park Maintenance	021/2022	Operating Expenses		(34,286.00)	282,905
2110365	W260	Maryhofer Park Maintenance	021/2022	Operating Expenses	627.00		283,532
2110365	W290	Federation Park Maintenance	021/2022	Operating Expenses		(5,373.00)	278,159
2110366	W1107	Oval Maintenance	021/2022	Operating Expenses	21,066.00		299,225
2110366	W1113	Hockey Grounds Maintenance	021/2022	Operating Expenses	20,174.00		319,399
2110366	W1132	Basketball Courts Maintenance	021/2022	Operating Expenses	1,698.00		321,097
2110366	W1133	Netball Shed & Courts Maintenance	021/2022	Operating Expenses	1,268.00		322,365
2110367	W1110	Rollerblade Facility Maintenance	021/2022	Operating Expenses	698.00		323,063
2110368	W1134	Main/Railway Road Park And Playground Maintenance	021/2022	Operating Expenses	16,133.00		339,196
2110370		REC - Loan 161 Interest Repayments (SSL)	021/2022	Operating Expenses	83.48		339,280
2110388	BO1103	Pavillion - Oval - Building Operations	021/2022	Operating Expenses		(6,193.00)	333,087
2110388	BO1105	Gym - Slaughter Street - Building Operations	021/2022	Operating Expenses		(8,003.00)	325,084
2110388	BO1111	Pottery Shed - Building Operations	021/2022	Operating Expenses	629.00		325,713
2110388	BO1112	Playground Building - Hockey Ground - Building Operations	021/2022	Operating Expenses	2,133.00		327,846
2110388	BO1113	Hockey Shed - Building Operations	021/2022	Operating Expenses	1,186.00		329,032
2110389	BM1103	Pavillion - Oval - Building Maintenance	021/2022	Operating Expenses	1,526.00		330,558
2110389	BM1105	Gym- Slaughter Street - Building Maintenance	021/2022	Operating Expenses	2,076.00		332,634
2110389	BM1106	Sporting Club - Slaughter Street - Building Maintenance	021/2022	Operating Expenses	11,699.00		344,333
2110389	BM1111	Pottery Shed - Building Maintenance	021/2022	Operating Expenses	2,521.00		346,854
2110389	BM1113	Hockey Shed - Building Maintenance	021/2022	Operating Expenses	1,240.00		348,094
2110389	BM1133	Netball Shed - Oval - Building Maintenance	021/2022	Operating Expenses	238.50		348,332
2110392		REC - Depreciation	021/2022	Operating Expenses		(14,714.00)	348,332
2110399		REC - Administration Allocated	021/2022	Operating Expenses		23.00	348,355
3110310	LRCPI02	Lrcip Dominican Park Income (Phase 2)	021/2022	Operating Revenue	2,000.00		350,355
3110320		REC - Fees & Charges	021/2022	Operating Revenue	7,500.00		357,855
3110336		REC - Loan 161 Interest Received	021/2022	Operating Revenue		(83.48)	357,772
4110310	BC1103	Pavillion - Oval - Building (Capital) (New Gym)	021/2022	Capital Expenses	482.00		358,254
4110310	BC1106	Sporting Club - Slaughter Street - Building (Capital) (Air-Con)	021/2022	Capital Expenses	3,960.00		362,214
4110370	PC005	Skate Park	021/2022	Capital Expenses		(51.00)	362,163
4110370	PC006	Lovelock Soak Plumblings	021/2022	Capital Expenses	32,119.00		394,282

4110370	PC007	Dominican Park	021/2022	Capital Expenses		(15,393.00)	378,889
4110382		REC - Loan 161 Principal Repayments (SSL)	021/2022	Capital Expenses	19,988.20		398,877
5110358		REC - Self Supporting Loan 161 Principal Received	021/2022	Capital Revenue		(19,988.20)	378,889
2110465	W1007	Fm Transmitter Maintenance	021/2022	Operating Expenses		(1,000.00)	377,889
2110488	BO1007	Fm Radio Transmitter Buildings - Nebru Road - Bulding Operation	021/2022	Operating Expenses	939.00		378,828
2110516		LIBRARY - Postage and Freight	021/2022	Operating Expenses		(500.00)	378,328
2110541		LIBRARY - Subscriptions & Memberships	021/2022	Operating Expenses		(500.00)	377,828
2110599		LIBRARY - Administration Allocated	021/2022	Operating Expenses			377,871
2110688	BO1311	Old Nurses Quarter - Thomas Street - Building Operations	021/2022	Operating Expenses	1,921.00		379,792
2110689	BM1311	Old Nurses Quarter - Thomas Street - Building Maintenance	021/2022	Operating Expenses	898.00		380,690
2110689	BM1313	Nurses Quarters Ground Maintenance	021/2022	Operating Expenses	2,548.00		383,238
2110711	EV0005	Nadc National Australia Day Expenditure	021/2022	Operating Expenses		(8,000.00)	375,238
2110725	EV0003	Western Desert Race	021/2022	Operating Expenses	15,659.00		390,897
2110725	EV0004	Christmas Decorations	021/2022	Operating Expenses	1,634.00		392,531
2110765	W1323	Arrino Community Gardens Maintenance	021/2022	Operating Expenses	5,697.00		398,228
2110799		OTH CUL - Administration Allocated	021/2022	Operating Expenses	21.00		398,249
3110710	EV10005	Nadc National Australia Day Income	021/2022	Operating Revenue	8,000.00		406,249
3120114	WABNI002	Wabn Dual Use Path Construction Income 2021-22 Income	021/2022	Operating Revenue		(46,000.00)	360,249
2120231	SWEEP	Street Sweeping/Cleaning	021/2022	Operating Expenses	20,792.00		381,041
2120235		ROADM - Traffic Signs/Equipment (Safety)	021/2022	Operating Expenses	2,000.00		383,041
2120288	BO1230	Shire Depot - Talc Road - Building Operations	021/2022	Operating Expenses		(8,982.00)	374,059
2120289	BM1230	Shire Depot - Talc Road - Building Maintenance	021/2022	Operating Expenses	11,215.00		385,274
2120289	BM1231	Depot Grounds Maintenance	021/2022	Operating Expenses		(22,000.00)	363,274
2120292		ROADM - Depreciation	021/2022	Operating Expenses	(1,517,870.00)		363,274
2120299		ROADM - Administration Allocated	021/2022	Operating Expenses	5.00		363,279
3120230		ROADM - Other Grants - Flood Damage	021/2022	Operating Revenue	13,114.00		376,393
2120380		PLANT - Depreciation	021/2022	Operating Expenses	787,376.00		376,393
2120391		PLANT - Loss on Disposal of Assets	021/2022	Operating Expenses	(2,589.52)		376,393
2120399		PLANT - Administration Allocated	021/2022	Operating Expenses	15.00		376,408
3120390		PLANT - Profit on Disposal of Assets	021/2022	Operating Revenue	(2,010.48)		376,408
4120330	PA5008	New Caterplair Loader	021/2022	Capital Expenses		(5,600.00)	370,808
4120330	PA5020	New Ride On Mower	021/2022	Capital Expenses	3,194.00		374,002
4120330	PA7126	3.6 X 19.20 Hdb Bob Cat Tailer	021/2022	Capital Expenses	5,492.00		379,494
4120330	PA7223	8X5 Hd Tradesman Trailer With Full Length Sheel From The Roof	021/2022	Capital Expenses	6,736.00		386,230
5120350		PLANT - Proceeds on Disposal of Assets	021/2022	Capital Revenue		(4,600.00)	381,630
5120351		PLANT - Realisation on Disposal of Assets	021/2022	Capital Revenue	4,600.00		381,630
5120381		PLANT - Transfers from Reserve	021/2022	Capital Revenue	5,600.00		387,230
2120516		LICENSING - Postage and Freight	021/2022	Operating Expenses		(30.00)	387,200
2120520		LICENSING - Communication Expenses	021/2022	Operating Expenses		(450.00)	386,750
2120599		LICENSING - Administration Allocated	021/2022	Operating Expenses	78.00		386,828
3120502		LICENSING - Transport Licensing Commission	021/2022	Operating Revenue	14,000.00		400,828
2120689	BM1312	Airstrip Shed - Building Maintenance	021/2022	Operating Expenses	2,298.00		403,126
2120699		AERO - Administration Allocated	021/2022	Operating Expenses	8.00		403,134
2130111		RURAL - Noxious Weed Control	021/2022	Operating Expenses	3,629.00		406,763
2130112		RURAL - Vermin Control	021/2022	Operating Expenses		(140.00)	406,623
2130199		RURAL - Administration Allocated	021/2022	Operating Expenses	1.00		406,624
2130265	W270	Information Bay Maintenance Railway Rd (Town)	021/2022	Operating Expenses	6,094.00		412,718
2130265	W1136	Camp (Glyde St) Maintenance	021/2022	Operating Expenses	1,841.25		414,559
2130265	W1310	Information Bay & Arrino Rest Area Maintenance	021/2022	Operating Expenses		(3,749.00)	410,810
2130266	W1032	Caravan Park Maintenance	021/2022	Operating Expenses	6,745.00		417,555
2130266	W1137	Caravan Park (Temporary) Old Drive In Site Maintenance	021/2022	Operating Expenses	359.00		417,914
2130288	BO1303	Tourist Centre - Lot 90 Railway Road - Building Operations	021/2022	Operating Expenses	643.00		418,557
2130289	W1303	Visitor Centre Maintenance	021/2022	Operating Expenses	814.00		419,371
2130292		TOUR - Depreciation	021/2022	Operating Expenses	1,626.00		419,371
2130299		TOUR - Administration Allocated	021/2022	Operating Expenses	64.00		419,435
3130221		TOUR - Caravan Park Fees	021/2022	Operating Revenue		(1,000.00)	418,435
2130352		BUILD - Consultants	021/2022	Operating Expenses	3,000.00		421,435
2130399		BUILD - Administration Allocated	021/2022	Operating Expenses	34.00		421,469
2130699		ECON DEV - Administration Allocated	021/2022	Operating Expenses	46.00		421,515
2130865	W1201	Lovelock Soak Maintenance/Operations	021/2022	Operating Expenses	9,224.00		430,739
2130865	W1202	Glyde Street Standpipe Maintenance/Operations	021/2022	Operating Expenses		(25,316.00)	405,423
2130865	W1203	Arrino Standpipe Maintenance/Operations	021/2022	Operating Expenses	14,084.00		419,507
2130889	BM013	Westrail Building - Railway Road - Building Maintenance	021/2022	Operating Expenses		(6,000.00)	413,507
2130889	BM1021	Duffy'S Store - Railway Road - Building Maintenance	021/2022	Operating Expenses	2,096.00		415,603
2130889	BM1027	Thrift Shop - Maley Street - Building Maintenance	021/2022	Operating Expenses	2,013.00		417,616
2130899		OTH ECON - Administration Allocated	021/2022	Operating Expenses	12.00		417,628
3130821		OTH ECON - Standpipe Income	021/2022	Operating Revenue	20,000.00		437,628
2140187	PW004	Private Works - General	021/2022	Operating Expenses	4,375.00		442,003
2140187	PW005	Private Works - Talc Mine	021/2022	Operating Expenses	4,860.00		446,863
2140199		PRIVATE - Administration Allocated	021/2022	Operating Expenses	1.00		446,864
3140120		PRIVATE - Private Works Income	021/2022	Operating Revenue		(11,000.00)	435,864
2140400		POC - Internal Plant Repairs - Wages & O/Head	021/2022	Operating Expenses	86,608.00		522,472
2140412		POC - Fuels and Oils	021/2022	Operating Expenses		(4,750.00)	517,722
2140492		POC - Depreciation	021/2022	Operating Expenses	(8,805.00)		517,722
2140494		POC - LESS Plant Operation Costs Allocated to Works	021/2022	Operating Expenses		(73,053.00)	444,669
2140203		ADMIN - Uniforms	021/2022	Operating Expenses	3,750.00		448,419
2140210		ADMIN - Motor Vehicle Expenses	021/2022	Operating Expenses		(15,199.00)	433,220
2140216		ADMIN - Postage and Freight	021/2022	Operating Expenses	1,000.00		434,220
2140220		ADMIN - Communication Expenses	021/2022	Operating Expenses	6,000.00		440,220
2140221		ADMIN - Information Technology	021/2022	Operating Expenses		(10,000.00)	430,220
2140230		ADMIN - Insurance Expenses (Other than Bld and W/Comp)	021/2022	Operating Expenses		(3,436.64)	426,784
2140240		ADMIN - Advertising and Promotion	021/2022	Operating Expenses		(7,000.00)	419,784
2140252		ADMIN - Consultants	021/2022	Operating Expenses	50,000.00		469,784
2140288	BO4002	Admin Office - 132 Railway Rd - Building Operations	021/2022	Operating Expenses		(15,707.00)	454,077
2140289	BM4002	Admin Office - 132 Railway Rd - Building Maintenance	021/2022	Operating Expenses		(6,302.00)	447,775
2140292		ADMIN - Depreciation	021/2022	Operating Expenses	19,280.00		447,775
2140298		ADMIN - Admin Staff Housing Costs Allocated	021/2022	Operating Expenses		(7,002.00)	440,773
2140299		ADMIN - Administration Overheads Recovered	021/2022	Operating Expenses		(1,385.00)	439,388
2140304		PWO - Training & Development	021/2022	Operating Expenses		(31,600.00)	407,788
2140307		PWO - Protective Clothing	021/2022	Operating Expenses	9,000.00		416,788
2140308		PWO - Other Employee Expenses	021/2022	Operating Expenses	4,282.00		421,070
2140310		PWO - Motor Vehicle Expenses	021/2022	Operating Expenses	15,682.00		436,762
2140318		PWO - Expendable Tools / Consumables	021/2022	Operating Expenses	12,600.00		449,362
2140323		PWO - Sick Pay	021/2022	Operating Expenses		(9,038.00)	440,324
2140330		PWO - OHS and Toolbox Meetings	021/2022	Operating Expenses		(400.00)	439,924
2140398		PWO - Staff Housing Costs Allocated	021/2022	Operating Expenses	1,129.00		441,053
2140399		PWO - Administration Allocated	021/2022	Operating Expenses	392.00		441,445
2140393		PWO - Less - Allocated to Works (PWO's)	021/2022	Operating Expenses		(2,056.89)	439,388
3140502		SAL - Reimbursement - Parental Leave	021/2022	Operating Revenue	12,641.73		452,029
				(650,073)	1,193,816	(741,787)	452,029

KEY INFORMATION

		Debtors Trial Balance						
		As at 31.05.2022						
Debtor #	Name	Credit Limit	02.03.2022		01.04.2022	01.05.2022	31.05.2022	Total
			GT 90 days	Age	GT 60 days	GT 30 days	Current	
			Of					
			Oldest					
			Invoice					
			(90Days)					
B101			0.00	0	0.00	0.00	0.00	-200.00
C102			4655.22	468	0.00	2482.67	0.00	7137.89
C117			0.00	0	600.00	0.00	0.00	600.00
F29			0.00	0	0.00	0.00	0.00	-320.00
G31			0.00	0	0.00	0.00	134.00	134.00
H54			0.00	0	0.00	0.00	100.00	100.00
J23			292.22	162	0.00	0.00	0.00	292.22
M19			256.17	113	0.00	0.00	0.00	256.17
O17			0.00	0	0.00	0.00	0.00	-600.00
P63			0.00	0	0.00	0.00	12.10	12.10
S115			0.00	0	0.00	0.00	0.00	-200.00
T8			2174.55	96	0.00	0.00	0.00	2174.55
T52			0.00	0	0.00	0.00	0.00	-226.23
T74			0.00	0	0.00	0.00	173.94	173.94
W60			0.00	0	0.00	0.00	0.00	-0.02
W101			295.64	145	0.00	0.00	0.00	295.64
Totals --- Credit Balances:		-1546.25	7673.80		600.00	2482.67	420.04	9630.26

Commonwealth Corporate Charge Card

30th of April 2022 - 27th of May 2022

Chief Executive Officer

08/05/2022 Fuel for OTS	\$	66.40
	\$	66.40

Deputy Chief Executive Officer

02/05/2022 Annual Card Fee (New Card)	\$	4.00
	\$	4.00

Annual Card Fees	\$	-
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Total Direct Debit Payment made on 31/05/2022	\$	70.40
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Police Licensing

Direct Debits from Trust Account

1st of May 2022 to 31st of May 2022

CBA Police Licensing Account

Monday, 2 May 2022	-\$	904.35
Tuesday, 3 May 2022	-\$	971.30
Wednesday, 4 May 2022	-\$	461.00
Thursday, 5 May 2022	-\$	2,726.50
Tuesday, 10 May 2022	-\$	684.95
Wednesday, 11 May 2022	-\$	936.25
Thursday, 12 May 2022	-\$	2,424.90
Tuesday, 17 May 2022	-\$	1,153.40
Wednesday, 18 May 2022	-\$	1,061.05
Thursday, 19 May 2022	-\$	385.95
Thursday, 26 May 2022	-\$	233.30
Friday, 27 May 2022	-\$	23.80
Monday, 30 May 2022	-\$	6,243.40
	-\$	18,210.15

Bank Fees

Direct Debits from Muni Account

1st of May 2022 to 31st of May 2022

Total direct debited from Municipal Account	\$	212.78
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Payroll

Direct Payments from Muni Account

1st of May 2022 to 31st of May 2022

Tuesday, 10 May 2022	\$	38,938.03
Tuesday, 24 May 2022	\$	39,059.93
	\$	77,997.96

Date: 01/06/2022
Time: 3:36:43PM

SHIRE OF THREE SPRINGS
Statement of Payments for the Month of May 2022

USER: Donna Newton
PAGE: 1

Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
		Batavia Coast Trimmers		
EFT18020	06/05/2022	Contractor		9,510.00
		Breeze Connect Pty Ltd		
EFT18021	06/05/2022	Monthly Account		85.95
		Toll Transport Pty Ltd		
EFT18022	06/05/2022	Monthly Account		123.06
		C.M POTAKA & E.P POTAKA T/A Eppys Removals & Storage		
EFT18023	06/05/2022	Contractor		5,200.00
		GH Country Courier		
EFT18024	06/05/2022	Monthly Account		32.53
		INFINITUM TECHNOLOGIES PTY LTD		
EFT18025	06/05/2022	Service: Managed Service Agreement - SILVER TSMC Full Contract Period: 1		1,219.13
		Landgate Midland		
EFT18026	06/05/2022	Geospatial Products & Services		360.25
		Officeworks		
EFT18027	06/05/2022	Monthly Account		114.99
		Perfect Computer Solutions Pty Ltd		
EFT18028	06/05/2022	Contractor		382.50
		Tudor House (WA) Pty Ltd		
EFT18029	06/05/2022	Monthly Account		650.00
		Three Springs IGA		
EFT18030	06/05/2022	Monthly Account		352.40
		Three Springs Rural Services		
EFT18031	06/05/2022	Monthly Account		1,254.00
		Three Springs Motel (Barracks)		
EFT18032	06/05/2022	Monthly Account		1,287.00
		Van't Veer Services		
EFT18033	06/05/2022	Monthly Account		123.30
		AMPAC Debt Recovery (WA) Pty Ltd		
EFT18034	13/05/2022	Debt Recovery Costs		88.00
		Bob Waddell & Associates Pty Ltd		
EFT18035	13/05/2022	Consultant		371.25
		Jennifer Dorothy Mutter T/as Bloom Coffee Cart		
EFT18036	13/05/2022	Monthly Account		210.00
		Toll Transport Pty Ltd		
EFT18037	13/05/2022	Monthly Account		66.48
		The Trustee For Danblue Family Trust T/a Commercial Hotel Three Springs		
EFT18038	13/05/2022	Catering Services		150.00
		Cleanaway Pty Ltd		
EFT18039	13/05/2022	Monthly Refuse Collection		4,088.44
		Geraldton Fuel Company Pty Ltd T/as Refuel Australia		
EFT18040	13/05/2022	Monthly Account		18,169.62
		Brooke Gould		
EFT18041	13/05/2022	REFUND OF GYM FOB BOND - BROOKE GOULD		30.00
		Herring's Coastal Plumbing & Gas Fitting Services		
EFT18042	13/05/2022	Contractor		298.51
		Laura Gwendolin Gray T/as Heritage Intelligence (WA)		
EFT18043	13/05/2022	Consultant		4,592.50
		Australian Communications And Media Authority (ACMA)		

Date: 01/06/2022
Time: 3:36:43PM

SHIRE OF THREE SPRINGS
Statement of Payments for the Month of May 2022

USER: Donna Newton
PAGE: 2

Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
		Australian Communications And Media Authority (ACMA)		
EFT18044	13/05/2022	Annual Licence Fee		45.00
		Sweetman's Ampol Cafe		
EFT18045	13/05/2022	Catering Services		162.00
		Three Springs Rural Services		
EFT18046	13/05/2022	Monthly Account		1,064.19
		Woodlands Distributors Pty Ltd		
EFT18047	13/05/2022	Monthly Account		153.95
		WA Contract Ranger Services Pty Ltd		
EFT18048	13/05/2022	Contract Rangers		514.25
		Bob Waddell & Associates Pty Ltd		
EFT18049	20/05/2022	Consultant		2,227.50
		Toll Transport Pty Ltd		
EFT18050	20/05/2022	Monthly Account		84.93
		Champion Bay Trophies		
EFT18051	20/05/2022	Monthly Account		72.75
		Winc Australia Pty Limited		
EFT18052	20/05/2022	Monthly Account		455.92
		Frank Gilmour Pest Control		
EFT18053	20/05/2022	Contractor		260.00
		Precision Acoustics		
EFT18054	20/05/2022	Contractor		1,120.90
		The Trustee For Lotsu Family Trust T/as Shire Of Three Springs Medical Centre		
EFT18055	20/05/2022	Reimbursement for Tyre Purchase		337.00
		Bob Waddell & Associates Pty Ltd		
EFT18056	25/05/2022	Consultant		2,557.50
		Toll Transport Pty Ltd		
EFT18057	25/05/2022	Monthly Account		11.07
		Department of Fire and Emergency Services (DFES)		
EFT18058	25/05/2022	2021/22 ESL Quarter 4		3,828.00
		Herring's Coastal Plumbing & Gas Fitting Services		
EFT18059	25/05/2022	Contractor		213.68
		Jb Hi-fi Group Pty Ltd		
EFT18060	25/05/2022	Monthly Account		34.88
		The Trustee For McAuliffe Family Trust T/A Mingenew Tyre Services Pty Ltd		
EFT18061	25/05/2022	Contractor		33.00
		Loise Muthoni		
EFT18062	25/05/2022	REFUND OF GYM FOB BOND - LOISE MUTHONI		30.00
		J M & S Enterprises Pty Ltd T/As RBC Rural		
EFT18064	25/05/2022	Monthly Account		410.35
		Perfect Computer Solutions Pty Ltd		
EFT18065	25/05/2022	Contractor		382.50
		Shire of Three Springs		
EFT18066	25/05/2022	Unclaimed Rates Refund for A785 from 09/06/2017		353.97
		The Trustee For Lotsu Family Trust T/as Shire Of Three Springs Medical Centre		
EFT18067	25/05/2022	Staff Flu Vaccines		140.00
		WA Contract Ranger Services Pty Ltd		
EFT18068	25/05/2022	Contract Ranger Services		841.50
		Westrac Pty Ltd		

Date: 01/06/2022
Time: 3:36:43PM

SHIRE OF THREE SPRINGS
Statement of Payments for the Month of May 2022

USER: Donna Newton
PAGE: 3

Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
EFT18070	30/05/2022	Westrac Pty Ltd Machinery Repair		11,576.88
EFT18071	26/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 26/05/2022		233.30
DD13761.1	06/05/2022	Synergy Monthly Electricity Account		73.12
DD13780.1	10/05/2022	Telstra Monthly Account		1,365.19
DD13788.1	16/05/2022	Telstra Monthly Telephone Account		229.32
DD13792.1	18/05/2022	Synergy Monthly Electricity Account		6,103.60
DD13800.1	02/05/2022	Exetel Pty Ltd Monthly Account		415.00
DD13801.1	03/05/2022	Commonwealth Bank of Australia Monthly Credit Card Account		748.51
DD13814.1	23/05/2022	Synergy Monthly Electricity Account		2,375.88
DD13815.1	02/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 28/04/2022		904.35
DD13818.1	04/05/2022	Water Corporation Water Use and Service Charge Account		403.92
DD13824.1	03/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 03/05/2022		971.30
DD13825.1	04/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS 04/05/2022		461.00
DD13826.1	24/05/2022	Telstra Monthly Account		490.20
DD13829.1	10/05/2022	The Trustee For Aware Super T/a Aware Super Pty Ltd Payroll deductions		4,916.17
DD13829.2	10/05/2022	ANZ Smart Choice Super Superannuation contributions		261.79
DD13829.3	10/05/2022	Retail Employees Superannuation Pty Ltd (REST) Superannuation contributions		227.41
DD13829.4	10/05/2022	Cbus Super Superannuation contributions		197.96
DD13829.5	10/05/2022	Amp Limited Superannuation contributions		91.49
DD13829.6	10/05/2022	Australian Super Superannuation contributions		643.74
DD13833.1	05/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 05/05/2022		2,726.50
DD13834.1	30/05/2022	Telstra Monthly Account		25.00
DD13835.1	30/05/2022	Synergy Monthly Account		1,143.74
DD13837.1	10/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 10/05/2022		684.95
DD13849.1	12/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 12/05/2022		2,424.90
DD13850.1	11/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 11/05/2022		936.25

Date: 01/06/2022
Time: 3:36:43PM

SHIRE OF THREE SPRINGS
Statement of Payments for the Month of May 2022

USER: Donna Newton
PAGE: 4

Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
DD13856.1	17/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 17/05/2022		1,153.40
DD13864.1	24/05/2022	The Trustee For Aware Super T/a Aware Super Pty Ltd Payroll deductions		4,931.32
DD13864.2	24/05/2022	ANZ Smart Choice Super Superannuation contributions		261.79
DD13864.3	24/05/2022	Retail Employees Superannuation Pty Ltd (REST) Superannuation contributions		227.41
DD13864.4	24/05/2022	Cbus Super Superannuation contributions		222.89
DD13864.5	24/05/2022	Amp Limited Superannuation contributions		88.77
DD13864.6	24/05/2022	Australian Super Superannuation contributions		620.28
DD13866.1	19/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 19/05/2022		385.95
DD13867.1	18/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 18/05/2022		1,061.05
DD13885.1	27/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 27/05/2022		23.80
DD13885.2	30/05/2022	Department Of Transport - Daily Licensing POLICE LICENSING DIRECT DEBIT PAYMENTS FOR 30/05/2022		6,243.40
DD13888.1	31/05/2022	Commonwealth Bank of Australia Monthly Corporate Card Account		70.04

REPORT TOTALS

Bank Code	Bank Name	TOTAL
CBA-LIC	POLICE LICENSING BANK ACCOUNT - CB	18,210.15
CBA-MUNI	MUNICIPAL BANK ACCOUNT - CBA	101,806.17
TOTAL		120,016.32