



Ordinary Council Meeting

Minutes | 28th September 2023

Disclaimer

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SHIRE OF QUAIRADING

The Ordinary Council Meeting Minutes of Meeting held on 28th September 2023 commencing at 2.00pm.

ITEM 1 OPENING & ANNOUNCEMENTS

The Shire President opened the Meeting at 2.01 pm.

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

ITEM 2 ATTENDANCE AND APOLOGIES

Councillors

Cr PD Smith	Shire President
Cr TJ Stacey	Deputy Shire President
Cr E Cheang	
Cr BR Cowcill	
Cr JN Haythornthwaite	
Cr JR Hippisley	

Council Officers

Ms NJ Gibbs	Chief Executive Officer
Ms SE Caporn	Executive Manager, Works & Services
Ms NJ Ness	Executive Manager, Economic Development
Ms T Brown	Executive Manager, Corporate Services
Ms M Haeusler	Executive Officer

Observers/Visitor

Ms Renee Faltyn	Councillor Elect
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Apologies

Cr JC Hayes	until Item 5
Cr TJ Stacey	

Leave of Absence Previously Granted

Cr JC Hayes	from Item 5
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ITEM 3 PUBLIC QUESTIONS

No matters for consideration

ITEM 4 DEPUTATIONS/PRESENTATIONS/SUBMISSIONS/PETITIONS

No matters for consideration

ITEM 5 APPLICATIONS FOR LEAVE OF ABSENCE**5.1 Application for Leave - Cr Hayes****Responsible Officer** Nicole Gibbs, Chief Executive Officer**Reporting Officer** Marion Haeusler, Executive Officer**Attachments** Nil**Voting Requirements** Simple Majority**Disclosure of Interest** Reporting Officer: Nil
Responsible Officer: Nil**UPDATE IN BRIEF**

A written application for Leave of Absence has been received from Cr Hayes for the Ordinary Meeting of Council scheduled for the 28th September 2023. Council, in accordance with Section 2.25 of the *Local Government Act 1995* may by resolution grant Leave of Absence to an Elected Member

RESOLUTION: OCM 058-23/24

Moved: Cr BR Cowcill

Seconded: Cr JN Haythornthwaite

That Council grant Leave of Absence to Cr JC Hayes in accordance with Section 2.25 of the *Local Government Act 1995* from the Ordinary Meeting of Council and the Concept Forum scheduled for the 28th September 2023.

FOR: Crs PD Smith, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley**AGAINST:** Nil**CARRIED 5/0**

ITEM 6 DECLARATIONS OF INTEREST

Nil

ITEM 7 CONFIRMATION OF MINUTES AND BUSINESS ARISING

7.1 Confirmation of Minutes: Ordinary Council Meeting – 31 August 2023

RESOLUTION: OCM 059-23/24

Moved: Cr BR Cowcill

Seconded: Cr JR Hippisley

That the Minutes of the Ordinary Council Meeting held on the 31 August 2023 be confirmed as a true and accurate record.

FOR: Crs PD Smith, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 5/0

BUSINESS ARISING

Nil

ITEM 8 RECEIVAL OF COMMITTEE MEETING MINUTES (NO RECOMMENDATIONS)**8.1 Concept Forum Meeting – 31 August 2023****Responsible Officer** Nicole Gibbs, Chief Executive Officer**Reporting Officer** Marion Haeusler, Executive Officer**Attachments** Concept Forum Minutes**Voting Requirements** Simple Majority**Disclosure of Interest** Reporting Officer: Nil

Responsible Officer: Nil

RESOLUTION: OCM 060-23/24

Moved: Cr JR Hippisley

Seconded: Cr E Cheang

That Council receive the minutes of the Concept Forum for its meeting on 31 August 2023.

FOR: Crs PD Smith, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley**AGAINST:** Nil**CARRIED 5/0**

The minutes for the Concept Forum Meeting were provided to Council under separate cover. These minutes are not for public viewing.

8.2 Reconciliation Action Plan Advisory Committee Meeting – 13 September 2023**Responsible Officer** Nicole Gibbs, Chief Executive Officer**Reporting Officer** Marion Haeusler, Executive Officer**Attachments****Voting Requirements** Simple Majority**Disclosure of Interest** Reporting Officer: Nil
Responsible Officer: Nil

RESOLUTION: OCM 061-23/24

Moved: Cr JN Haythornthwaite

Seconded: Cr BR Cowcill

That Council receive the minutes of the Reconciliation Action Plan Advisory Committee for its meeting on 13 September 2023.

FOR: Crs PD Smith, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley**AGAINST:** Nil**CARRIED 5/0**

The minutes for the Reconciliation Action Plan Committee meeting were provided to Council under separate cover. The minutes can be found on Council's website: www.quairading.wa.gov.au.

8.3 CEO Recruitment & Selection Advisory Panel Meeting – 12 September 2023

Responsible Officer Nicole Gibbs, Chief Executive Officer

Reporting Officer Marion Haeusler, Executive Officer

Attachments

Voting Requirements Simple Majority

Disclosure of Interest Reporting Officer: Nil
Responsible Officer: Nil

RESOLUTION: OCM 062-23/24

Moved: Cr BR Cowcill

Seconded: Cr JN Haythornthwaite

That Council receive the minutes of the CEO Recruitment & Selection Advisory Panel for its meeting on 12 September 2023 and note that:

1. The Panel reviewed the short list provided and selected the candidates they wished to invite for interviews
2. The Panel reviewed the interview questions that will be posed to the candidates.

FOR: Crs PD Smith, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 5/0

SHIRE OF QUAIRADING

CEO Recruitment and Selection Advisory Panel

The CEO Recruitment and Selection Advisory Panel Minutes of Meeting held on Tuesday, 12th September 2023 at 3:25pm

ITEM I OPENING & ANNOUNCEMENTS

The Presiding Member opened the Meeting at 3:25pm.

ITEM 2 ATTENDANCE AND APOLOGIES

Councillors

Cr PD Smith	Shire President/ Presiding Member
Cr TJ Stacey	Deputy Shire President
Cr BR Cowcill	
Cr JC Hayes	
Cr JN Haythornthwaite	

Independent Person

Mr WMF Davies

HR Consultant -Beilby Downing Teal

Ms E Bulloch	(via Microsoft Teams)
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Council Officers

Ms M Haeusler	Executive Officer
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Apologies

Nil

Leave of Absence Previously Granted

Nil.

ITEM 3 DECLARATIONS OF INTEREST

Elected Members in accordance with section 5.61 and 5.65 of the Local Government Act 1995 and the Local Government (Model Code of Conduct) Regulations 2021 Schedule 1 Division 4 regulation 22:

A member who has an interest in any matter to be discussed at a Council or Committee meeting that will be attended by the member must disclose the nature of the interest -

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the meeting immediately before the matter is discussed.

***CEO Recruitment and Selection Advisory Panel – Terms of Reference Disclosure of Interest**

Should a Panel Member be aware of any close relationship with any of the Candidates, the Panel Member is to advise the Presiding Member in writing of the Nature of the Interest and for the Panel Member to excuse themselves from the Panel and the Recruitment process.

Shire President Cr Smith – Working Relationship with one of the Candidates
Deputy Shire President Cr Stacey – Working Relationship with one of the Candidates
Cr Cowcill – Working Relationship with one of the Candidates
Cr Hayes – Working Relationship with one of the Candidates
Cr Haythornthwaite – Working Relationship with one of the Candidates
Mr Davies – Nil

ITEM 4 MATTERS FOR CONSIDERATION

- - Selection of Preferred Applicants to Interview for the Position of Chief Executive Officer

The Panel reviewed the Shortlist provided by Ms E Bulloch and selected the candidates they wished to invite for interviews.

The panel reviewed the interview question that will be posed to the candidates during the interviews.

The panel agreed on a suitable date and preferred schedule for candidate interviews.

ITEM 5 CLOSURE

There being no further business, the Presiding Member closed the Meeting at 4:23pm

ITEM 9 RECOMMENDATIONS FROM COMMITTEE MEETINGS FOR COUNCIL CONSIDERATION

9.1 Audit & Risk Committee Meeting – 12 September 2023

Responsible Officer	Nicole Gibbs, Chief Executive Officer
Reporting Officer	Marion Haeusler, Executive Officer
Attachments	Audit & Risk Committee Minutes
Voting Requirements	Simple Majority
Disclosure of Interest	Reporting Officer: Nil Responsible Officer: Nil

RESOLUTION: OCM 063-23/24

Moved: Cr JR Hippisley

Seconded: Cr E Cheang

That Council receive the minutes of the Audit & Risk Committee for its meeting on 12 September 2023.

FOR: Crs PD Smith, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 5/0

The minutes for the Audit & Risk Committee Meeting were provided to Council under separate cover. The minutes can be found on Council’s website: www.quairading.wa.gov.au.

9.1.1 Report on excess annual leave and long service leave entitlements

Responsible Officer	Nicole Gibbs, Chief Executive Officer
Reporting Officer	Tricia Brown, Executive Manager, Corporate Services
Attachments	Nil
Voting Requirements	Simple Majority
Disclosure of Interest	Reporting Officer: Responsible Officer:

RESOLUTION: OCM 064-23/24

Moved: Cr JR Hippisley

Seconded: Cr E Cheang

COMMITTEE RESOLUTION: ARC 002-23/24

That the Audit & Risk Committee recommends to Council that; Council receive the report on the Shire's leave liabilities.

FOR: Crs PD Smith, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 5/0

IN BRIEF

- Since 2017, Council has requested that excess annual leave and long service leave be reported to the Audit and Risk Committee.
- Not taking a reasonable amount of annual leave or long service leave may pose a threat to the health and safety of employees and represent a significant financial liability for the Shire, therefore there are steps in place to ensure that leave balances are monitored and are at appropriate levels.
- Employee entitlement movements during the year are due to many reasons, such as, leave taken during the period, increased accrued leave balances, increases in remuneration rates and changes in the underlying staff with leave balances transferred to and from the Shire.

MATTER FOR CONSIDERATION

Receipt of the report on excess annual leave and long service leave entitlements and leave liabilities.

BACKGROUND

Since 2017, Council has requested that excess annual leave and long service leave be reported to the Audit and Risk Committee.

The current Leave Management Policy defines “excess leave” as when the employee has accrued more than eight weeks paid annual leave and provides management with direction to effectively management the annual and long service leave entitlements of employees.

The Shire encourages employees to take leave by reinforcing the positive benefits of taking leave when it becomes due. Sometimes there are circumstances that prevent leave being able to be taken, such as staff shortages, outside influences (COVID-19 travel restrictions), and work demands.

There will be movements in employee entitlements throughout the year. Balances will increase naturally as employees accrue leave entitlements and when leave balances are transferred from other Shires. Balances will decrease when employees take leave accrued and when leave balances are transferred to other Shires. This natural fluctuation is monitored by management and through this report to ensure any excess is managed appropriately.

STATUTORY ENVIRONMENT

Fair Work Act 2009

Local Government Act 1995

Local Government (Financial Management) Regulations 1996

Work Health & Safety Act 2020

POLICY IMPLICATIONS

Leave Management Policy

FINANCIAL IMPLICATIONS

The Employee Entitlements (Annual and Long Service Leave) reserve fund cash balance as of 31 May 2023 is \$171,302.47

The annual budget treats current leave as accruals.

The annual and long service leave reserve funds any prior year leave entitlements taken by staff or paid out.

The current liability for both types of leave (if all claimed on 31 May 2023) is calculated at \$124,980.25.

There is currently surplus in the reserve account in comparison to the liability accrued of \$46,322. This will be reviewed through the finalisation of the 22/23 annual financial report, with a recommendation to keep the funds in surplus in this reserve for future leave liabilities as some employees’ long service leave entitlements will start to accrue as they meet the legislative threshold.

ALIGNMENT WITH STRATEGIC PRIORITIES

5.3 Governance & Leadership: Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

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

CONSULTATION

Nil.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Non-compliance with work health and safety legislation increases the risk and potential liability to the public, staff and Councillors.

Work health and safety legislation increases liability of Councillors and Executive (personal wealth and assets) in the management of Bushfire and Volunteer Fire and Rescue Services Brigades.

Low employee retention increases recruitment costs, decreases employee morale and decreases Shire reputation.

RISK ASSESSMENT

	Option 1
Financial	Low <i>Financial exposure and therefore risk escalation occurs if Leave accruals are not monitored and managed. Adequate reserve balances reduce the risk of financial exposure.</i>
Health	Low
Reputation	Low
Operations	Low <i>Impact to operations where employees with excess leave are requested to take leave. This can be mitigated by agreement of mutually acceptable timeframes for taking leave that are not during heavy workload times.</i>
Natural Environment	Low

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

COMMENT

This report has been prepared to inform the Audit and Risk Committee of the current leave liabilities and of any employees who have excess leave and the steps taken to reduce these liabilities.

As of 31 July 2023, there has been moderate change overall to the annual leave and significant change to long service leave liabilities, reflective of several employee movements (separations and additions) since the previous report 13 June 2023.

Annual Leave: Once employee has reduced his excess leave however will need monitoring over the coming months to ensure not going to into excess again.

There are currently no employees with excess annual leave. There are however 5 employees which will require monitoring in the next few months to reduce the risk of excess leave being accrued. Their manager will be advised of the impending excess.

There has been a decrease of 16% (dollar value) in the annual leave liability since May 2023.



Long Service Leave: There is a second employee now entitled to long service leave.

There has been an increase of 164% (dollar value) in the long service leave liability since May 2022.

The following table show the fluctuations in the accrued hours and dollar values of both annual leave and long service leave over the period of January 2022 to 31 July 2023.

Month	LSL Hours	LSL \$	A/L Hours	A/L \$
January 22	1,552	58,708	3,282	135,728
February 22	1,552	58,708	3,213	132,665
March 22	1,600	65,929	3,412	149,101
April 22	1,619	66,465	3,223	142,510
May 22	1,619	66,465	3,340	147,293
June 22	765	29,969	2,899	123,503
July 22	370	15,095	2,700	114,979
August 22	370	15,095	2,643	112,809
September 22	370	15,355	2,796	125,527
October 22	370	15,355	2,589	113,594
November 22	370	15,355	2,580	113,941
December 22	399	17,129	2,677	122,011
January 23	380	16,568	2,545	118,286
February 23	380	16,568	2,448	116,018
March 23	380	16,568	2,508	117,305
April 23	380	16,568	2,371	107,734
May 23	399	10,158	2,579	118,058
June/July	790	26,861	2386	98,119

9.1.2 2022/2023 Financial Audit - Office of the Auditor General (OAG)

Responsible Officer	Nicole Gibbs, Chief Executive Officer
Reporting Officer	Tricia Brown, Executive Manager, Corporate Services
Attachments	<ol style="list-style-type: none"> Attachment (i) Letter to Minister ↓  Attachment (ii) Audit Progress Register ↓ 
Voting Requirements	Simple Majority
Disclosure of Interest	Reporting Officer: Responsible Officer:

RESOLUTION: OCM 065-23/24

Moved: Cr JN Haythornthwaite

Seconded: Cr JR Hippisley

COMMITTEE RESOLUTION: ARC 003-23/24

That Council recommend to Council, that Council:

- Notes the Letter to the Minister in respect to the Information Systems Audit – State Government 2021-22 informing of the Significant Finding from 2021-2022 Audit - Attachment (i),
- Receives the Audit Register, for progress to be reported quarterly through the audit register – progress report Attachment (ii)
- Notes that the Auditors commence the Final Audit for 2022-2023 on the 30th October 2023 to the 1st November 2023 onsite.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

At 2:09pm, Cr Stacey joined the meeting.

IN BRIEF

- AMD Chartered Accountants (AMD) have been contracted by the Office of the Auditor General (OAG) to perform the Shire's financial report audit on the OAG's behalf for a 3-year period, which commenced with the audit for the year ended 30 June 2021.
- The 2022/2023 pre-audit (entrance) Meeting was conducted with Tim Partridge, Director of AMD; Caitlin McGowan, OAG Representative Director; Jo Haythornthwaite, Audit & Risk Chairperson and Executive Staff on the 6th June 2023. This meeting was conducted via teams online meeting.

- The Interim Audit has been completed by AMD, through offsite work and an onsite audit visit from 1-3 May 2023. The interim management letter showing four new findings and recommendations was received from OAG on 8th June 2023.
- Management provided comments on the findings and recommendations which were incorporated into the interim management letter which was received from the OAG on 8th June 2023.
- Any matters raised in the interim management letter are to be addressed by management and reported to the Audit and Risk Committee through the audit register progress report.

MATTER FOR CONSIDERATION

The final Audit for 2022-2023 is to commence onsite on the 30th October 2023 to the 1st November 2023.

BACKGROUND

The external audit, also known as financial audits or audit of the annual financial statements, focuses on providing an objective and independent examination of the financial statements prepared by the Shire, increasing the value and user confidence in the financial statements.

The Local Government Amendment (Auditing) Act 2017 made legislative changes to the Local Government Act 1995 to provide for the auditing of local governments by the Auditor General. This Act allows the Office of the Auditor General (OAG) to contract out some or all the financial audits, but all audits will be the responsibility of the Auditor General.

The changes also allow for the Auditor General to undertake performance audits that focus on the economy, efficiency, and effectiveness of any aspect of local government operations. These performance audits are similar to that of an internal audit; therefore, the Auditor General may undertake both external and internal audits.

AMD Chartered Accountants (AMD) have been contracted by the OAG to perform the Shire's financial report audit for a 3-year period, commencing with the audit for the year ended 30th June 2021 (prior year audit). The audit occurs in two steps; the first being an interim audit, with the second (final) stage being the audit work to attest the balances and notes that comprise the annual financial statements.

Bob Waddell and Associates have been engaged to complete the Shire's Annual Financial Statements for the year ended 30th June 2023 and is expected to be completed by the 30th September 2023.

The annual interim audit of Council's financials for the audit year ending 30th June 2023 was conducted in an onsite visit from 1-3 May 2023, with minimal offsite work completed by AMD for a week following the May visit. An entrance meeting via Teams was conducted on 6th June 2023. The draft Interim Management Letter was received by the Shire on 8th June 2023, with seven findings being listed in the attachment. One of these findings was discussed with AMD prior to the release of the interim letter and was subsequently removed.

On 8 May 2023 we received a letter from Department of Local Government, Sport and Cultural Industries pertaining to significant items in performance audit tabled in Parliament in the *Information Systems Audit – Local Government 2021-2022* and a Letter to the Minister has been provided addressing these issues (Attachment (i)). The Information Systems Audit does not indicate a specific area that the Shire of Quairading may have significant matters in, so The Shire of Quairading has addressed these items as a whole IT approach.

Staff have met this week with the IT Service Provider to ensure progress is being made to ensure all the recommendations are being met. Our response will be tabled at the next Audit & Risk meeting.

STATUTORY ENVIRONMENT

Local Government Act 1995

Local Government (Financial Management) Regulations 1996

Local Government (Audit) Regulations 1996

Australian Accounting Standards

International Financial Reporting Standards

POLICY IMPLICATIONS

Purchasing Policy

Delegation 1.1.13: Payments from the municipal or trust funds

Records Management Policy

Significant Accounting Policies

Delegations Register

FINANCIAL IMPLICATIONS

Council has a budget allocation of \$32,000 in the 2023/24 budget for the conduct of the external audit function by the Office of the Auditor General (OAG), for the audit of the 2022/23 annual financial statements. It is anticipated that a budget of similar amount is to be adopted each year

but will be subject to an annual estimate of audit fees provided by the OAG. Officers’ efforts to undertake the improvements and report on progress have not been estimated or reported.

ALIGNMENT WITH STRATEGIC PRIORITIES

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

CONSULTATION

Nil.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

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

Misconduct (non-financial) by a Shire employee results in financial, legal and/or reputational damage.

RISK ASSESSMENT

	Option 1
Financial	Low <i>Cost of the audit is included in the budget. The audit’s purpose is not to uncover any financial fraud, however having strong financial processes, as raised in the management report can reduce the risk of this occurring.</i>
Health	Low
Reputation	Low <i>Compliant with legislative requirements. Failure to complete the annual financial audit would lead to increased reputational risk and possible actions by the OAG.</i>
Operations	Low <i>Council’s Management and administration staff assist AMD by providing all information and documents requested. Operational impact is minimal in reporting progress on audit findings, however the operational impact of not closing findings would be significantly higher if conditions escalated.</i>
Natural Environment	Low

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

COMMENT

The management comment provided by the CEO and EMCS notes the OAG finding and agrees to review this with Council and Executives for the financial year ended 30 June 2023. It is understood that this is a new focus of the OAG with multiple small, regional local governments having the same finding in their audit reports. As this finding is significant, Council will need to ensure that it is an area of focus whilst the economic conditions remain fluctuating.

The CEO and EMCS will continue to report on progress of audit findings through the Audit Progress Register that is submitted to the Audit and Risk Committee and recommended to Council.

COMMENTS AFFECTING COUNCIL DECISION

Cr Haythornthwaite wished to acknowledge the work of the administration to get the audit successfully completed.

Cr Smith stated that he had received an email from the office of the Auditor General requesting that this year’s financials be reported by the 30th September 2023 and asked if this had been done or would be done.

The EMCS responded that the annual financial report would be signed off on the next day and submitted on time.

Cr Stacey remarked that the Minister in question is no longer Mr Kerry as previously mentioned at the Audit & Risk Committee meeting.



Your Ref: Information Systems Audit – Local Government 2021-22

Our Ref: Audit 2021-2022

6th September 2023

10 Jennaberring Road
Quairading WA 6383
PO Box 38, Quairading WA 6383
T: (08) 9645 2400
F: (08) 9645 1126
E: shire@quairading.wa.gov.au

Hon John Carey BA(Hons) MLA
Minister for Housing and Local Government
7th Floor, Dumas House,
2 Havelock Street,
WEST PERTH WA 6005
(Via: Minister.Carey@dpc.wa.gov.au)

Dear Hon Minister,

2021/22 Annual Audit – Reporting of Significant Matters

As required by Section 7.12A of the *Local Government Act 1995* (LGA) we wish to report to you the significant matter that has been tabled in Parliament on the Information Systems Audit – Local Government 2021-2022 which identified the Shire of Quairading as having significant system issues.

Finding

As raised in prior years, our observations, and enquiries in respect to the information technology environment at the Shire of Quairading confirmed the following:

- No formal signed agreement in place with the current external IT service providers;
- No specific employee IT Usage Policy is in place; and
- Although a disaster recovery plan is in place, a copy is not retained off site, and has not been tested

Rating: Significant

Implication

Risk of:

1. Lack of formal agreement in respect to critical services provided by external IT service provider;
2. Lack of documentation and guidance in respect to IT usage expectations; and
3. Business disruption in the event of unforeseen disaster.

Recommendation

We recommend:

1. A formal signed agreement outlining the services to be provided and costings be entered into with the current external IT service providers, we further recommend that

all agreements entered into with third parties include confidentiality clauses to ensure confidentiality of Shire records;

2. A formal IT Usage policy be developed for adoption by the Shire and communicated to all employees; and

Disaster recovery plan be retained off site, and periodically tested.

Management comment

Management acknowledges the recommendation.

1. The Shire and it's service provider have signed a formal ICT Managed Services Agreement for the provision of IT Services, effective 1st September 22 to 30th June 2026.

The Shire and it's service provider have also formally written an ICT Strategic Plan 2022-2025 which provides direction for addressing both short and long term requirements for cost-effective, practical technological Solutions. This outlines the current and future budget costings and expectations of the technical environment today and going forward. This document provides for Industry 'Best Practice' in various performance areas, eg Antivirus, Domain and Internet Gateways. This is currently in draft form and is expected to be adopted by Council at the September 2023 Ordinary Council Meeting.

Once adopted by Council this will be the Shire's informing document in relation to ICT Management and will also drive our Disaster Recovery Plan. Our Disaster Recovery Plan is expected to be reviewed once our ICT Strategic Plan has been adopted and dedicated testing of the Disaster Recovery Plan will be conducted.

2. Our IT service providers and the Shire will be providing continual Cyber Awareness Training in 23/24 for all employees. This training platform continually tests employees based on frequency rather than a once-off test. This will be an automated platform which will train employees at a comfortable pace appropriate to their risk profile. This Training Platform will also provide IT Usage guidelines to our employees.

Should you require further information or clarification on the above, please contact me via email, nicole.gibbs@quairading.wa.gov.au or call 08 9645 2400.

Yours sincerely,



Nicole Gibbs
CHIEF EXECUTIVE OFFICER

Audit Register Report for ARC (Shire of Quairading)

ARC Meeting 13 June 2023

Count	Finding	Audit Type	Report Date	ARC	Finding	Business Issue	Risk Rating	Risk Rating	Implication	Recommendation	Agreed Management Action	Responsible Officer	Completion Date (Due)	Officer Comment / Action Taken	Date of Comment	% Complete	Status	Closed Tally
1	FIND008	EA - Interim Audit	08/2022	13/09/22	Purchase Orders	During our sample testing of the procurement and payments testing, there were 8 instances out of a sample of 22 where purchase orders were raised after the supplier invoice was raised.	S	Significant	Where a purchase order is raised after the supplier invoice is received, there is no evidence that the ordering of goods or services was approved prior to ordering.	We recommend that the requirement for compliance with the Shire's purchasing policy is communicated to all staff and monitored by management to ensure purchase orders are raised and approved by the appropriate delegated authority prior to the purchases being made.	1. Noted. Prior to the commencement of the interim audit, the Shire of Quairading engaged a new executive management team, including a new Chief Executive Officer, new Executive Manager Corporate Services and new Executive Manager Works & Services. Upon recognising the flaw with regard to the raising of purchase orders, the new Executive Management Team enacted immediate training to all staff, including by reiterating the importance of purchase orders in terms of an audit trail. A review of the purchasing policy was completed in early 2022 with the revised policy adopted at the March Ordinary Council Meeting (OCM). Management continue to communicate to all relevant staff on the requirement for purchase orders to be raised and approved, prior to purchases being made by an authorised delegated officer, and the importance for purchases to be made in accordance with the adopted purchasing policy. In addition, the organisation is transitioning from SynergySoft to Altus modules, one of which being procurement. This module was scheduled for implementation during 2022/23 year however will now form part of the 2023/2024 financial year and will add a level of compliance for the raising of requisitions and purchase orders to comply with the Shire's purchasing policy.	Tricia Brown - Executive Manager Corporate Services	31/07/22	Significant turnover has continued since the date of the interim audit, and therefore the Shire is continuing to train new staff and new management on procurement practices. Onboarding on the Altus procurement module has been delayed to accommodate the more urgent onboarding of the Altus content and payroll modules. The Altus procurement module is expected to be operational in early 2023.	25/11/22	50%	Open	
														The Altus procurement module has been configured and is in the final steps of implementation with roll-out to staff through training and supplementary documentation. Finalisation of the module was expected in March 2023. This is now scheduled for the 23-24 FY	7/03/23	90%		
														This finding has been raised again in the 2022/23 interim findings. During the review 4 batch payments were tested and 10 instances identified where purchase orders were raised after the supplier invoice was raised. Staff have again been advised of the importance of raising the PO in a timely manner and our Creditors Team has now been tasked with ensuring significant checking in this area and alerting management to the persons responsible so staff can be managed individually if needed.	9/06/23	75%	Open	
														This is a continuing process. The SFO is responsible for ensuring PO's and invoices are correct prior to processing. Feedback from Councillor Haythornwaite is a noticed improvement	9/06/23	75%	Open	
2	FIND009	EA - Interim Audit	08/2022	13/09/22	Information Technology Environment	As raised in prior years, our observations and enquiries in respect to the information technology environment at the Shire of Quairading confirmed the following: 1. No formal signed agreement in place with the current external IT service providers; 2. No specific employee IT Usage Policy is in place; and 3. Although a disaster recovery plan is in place, a copy is not retained off site, and has not been tested.	S	Significant	Risk of: 1. Lack of formal agreement in respect to critical services provided by external IT service provider; 2. Lack of documentation and guidance in respect to IT usage expectations; and 3. Business disruption in the event of unforeseen disaster.	We recommend: 1. A formal signed agreement outlining the services to be provided and costings be entered into with the current external IT service providers, we further recommend that all agreements entered into with third parties include confidentiality clauses to ensure confidentiality of Shire records; 2. A formal IT Usage policy be developed for adoption by the Shire and communicated to all employees; and 3. Disaster recovery plan be retained off site, and periodically tested.	1. Noted. Prior to the commencement of the interim audit, the Shire of Quairading engaged a new executive management team, including a new Chief Executive Officer, new Executive Manager Corporate Services and new Executive Manager Works & Services. Upon recognising that an IT contract was not in place, a request for quote (RFQ) was sent to prospective service providers. The RFQ closed on July 2022, with four submissions being received. In early August 2022, the preferred provider was chosen to be Wallis Computer Solutions and a formal signed agreement will be finalised by 31 August 2022 2. Noted. A formal IT usage policy will be developed as a matter of priority in collaboration with Wallis Computer Solutions. This will be in place by 30 September 2022. 3. Noted. The current disaster recovery plan is retained off site, but had not yet been tested due to the lack of a formal service agreement with an ICT provider. This plan now requires an upgrade in response to the planned server upgrade. The new server is planned to go live by approximately 30 September 2022, the disaster recovery plan will then be updated, retained offsite and tested by 30 November 2022.	Tricia Brown - Executive Manager Corporate Services	30/11/22	1. A formal signed agreement with Wallis Computer Solutions has been finalised, with the date of 31 August 2022. 2. Onboarding of the new ICT provider, Wallis, has taken considerably more time than anticipated for various reasons, however in particular due to the need for a new server and the review of compliance around licences and OAG requirements. This has delayed the formal IT Usage policy in being developed. This will be looked at in early 2023. 3. Onboarding of the new ICT provider, Wallis, has taken considerably more time than anticipated for various reasons, however in particular due to the need for a new server and the review of compliance around licences and OAG requirements. This has delayed the review and testing of the disaster recovery plan. This will be looked at in early 2023.	25/11/22	40%	Open	

Audit Register Report for ARC (Shire of Quairading)

ARC Meeting 13 June 2023

Count	Finding	Audit Type	Report Date	ARC	Finding	Business Issue	Risk Rating	Risk Rating	Implication	Recommendation	Agreed Management Action	Responsible Officer	Completion Date (Due)	Officer Comment / Action Taken	Date of Comment	% Complete	Status	Closed Tally
								Moderate						1. Complete 2. Discussions with Wallis have commenced relating to the formal IT usage policy. Now that onboarding is complete, Wallis will start work on this. 3. Discussions with Wallis have commenced relating to the disaster recovery plan. Now that onboarding is complete, Wallis will start work on this.	7/03/23	50%		
								Moderate						1. ICT Strategic Plan is nearing completion, final changes are being completed by EMCS and Eallis with these expected to be finalised for Sept OCM. EMCS to follow up further and create an IT Usage Policy. Integrated Training on Cyber Security with Wallis to be implemented	6/09/23	85%		
3	FIND010	EA - Interim Audit	06/2021	14/09/21	Review of Business Plans	From our enquiries it was noted that the Corporate Business Plan and the Business Continuity Response Plan were both due for review in 2021, however at the time of our audit no review had been carried out.	M	Moderate	Risk of outdated business plans not reflecting current strategies implemented by the Shire.	We recommend these out of date Business Plans be reviewed and updated accordingly.	1. Noted. The current executive management team inherited many outdated strategies and plans and are making a concerted effort to ensure each is updated accordingly. The Corporate Business Plan and Business Continuity Plan will be reviewed as a matter of priority.	Nicole Gibbs - Chief Executive Officer	30/09/22	The Business Continuity Policy (with the Plan contained within) was reviewed, amended and adopted by Council at the July 2022 OCM. The Corporate Business Plan review is pending. Unfortunately, competing priorities within the small Shire mean the document is incomplete. However, our target date for completion is the February 2023 OCM.	29/11/22	100%	Closed	
														The Corporate Business Plan was adopted by Council at the March 2023 Ordinary Council Meeting (OCM).	7/03/23	95%		
4	FIND012	EA - Interim Audit	06/2021	14/09/21	Daily Banking Exceptions	Our observations identified the following in relation to the daily banking: - one instance from our sample selection of 20, of the Daily banking reconciliation not being signed by the preparer as evidence of completion of the reconciliation; and - three instances where the banking was carried out in excess of 1 day of receipt of the funds.	M	Moderate	Increased risk of fraud or error occurring in respect of daily banking.	We recommend: - Daily banking reconciliations be signed by the preparer prior to independent review; and - Daily banking be carried out within one business day of the receipt of funds.	1. Noted. There has been significant staff turnover in this area and the lapse has been due to a miscommunication during training. Management have again communicated to all relevant staff on the importance of dual signatures by preparer and approver. 2. Noted. There has been significant staff turnover in this area and the administration team has often been short-staffed. The Shire has a practice to ensure staff safety by not leaving any one staff member in the administration building alone during business hours, this has meant that sometimes the banking was unable to be completed within one business day. There was also a circumstance where the local branch was closed due to a power outage in town. Regardless, Management have communicated to relevant staff the importance of banking monies received within 1 day of receipt.	Tricia Brown - Executive Manager Corporate Services	31/07/22	Significant turnover has continued since the date of the interim audit, and therefore the Shire is continuing to train new staff on the practices relating to daily bankings.	25/11/22	50%	Open	
														No further findings on this matter have been found since the 2021/22 interim audit and all front counter staff have been retrained. It is expected that this finding is now closed.	7/03/23	50%		
														This finding has been raised again in the 2022/23 interim findings. One instance from a sample of 20, the daily banking reconciliation not being signed by the preparer and on additional instance from the sample of 20 where the daily banking reconciliation not being signed by the reviewer and four instances where banking was carried out in excess of 1 day of receipt of the funds. There has been significant changes in staff in the CSO role and further training will be completed for those staff. With the lack of staff there have been instances where the banking has not been able to be taken to the bank as it is not considered safe for 1 staff member to be left alone in the premises.	9/06/23	75%		
													Staff have been vigilant in EOD practices to ensure checking and signing off has been completed. EMCS has seen improvement with further training completed on the EOD procedures.	6/09/23	80%			


Audit Register Report for ARC (Shire of Quairading)

ARC Meeting 13 June 2023

Count	Finding	Audit Type	Report Date	ARC	Finding	Business Issue	Risk Rating	Risk Rating	Implication	Recommendation	Agreed Management Action	Responsible Officer	Completion Date (Due)	Officer Comment / Action Taken	Date of Comment	% Complete	Status	Closed Tally
		EA - Interim Audit	8/06/2023		General Journals	Our general journal testing of 8 general journals identified 8 instances (being 100% of the total tested) where general journals were not signed as evidence of independent review		Moderate	The absence of independent review of general journals increases the risk of error and omissions not being detected in a timely manner. There is a further risk of non-compliance with Regulation 5(1) of the Local Government (Financial Management) Regulation 1996.	We recommend: - that all general journals are signed as evidence of independent review	1. Noted. Where general journals are required to perform the functions of the EMCS position General Journals have both been created and finalised without further approval as being the head of the finance team. Where possible other staff members that can raise the journals they will with the EMCS signing the approval.	Tricia Brown - Executive Manager Corporate Services	30/06/23	In order to rectify the risk I propose that a monthly check by the CEO be performed for all journals raised within the respective month. This will form part of our End of Month Process and the record will be signed and retained for future Audit.	9/06/23	75%		
														EMCS Creating template for CEO sign off for all Journals to be viewed. Paperwork to be retained for Audit.	6/09/23	80%		
		EA - Interim Audit	8/06/2023		CEO - Missing Credit Card Invoices	During our review of 100% of the expenditure on the CEO credit card, we noted 3 occasions where no tax invoice was retained as support for purchases made on the CEO credit card, and one instance where a statutory declaration was completed, however no amount was included to support the purchase made on the CEO credit card.		Moderate	Lack of support for purchases made on the CEO credit card which could lead to misappropriation of Shire assets.	We recommend: - that all supporting tax invoices are retained to verify purchases made and should a statutory declaration be required for missing invoices, the amount of the purchase to be included on the form.	1. Noted. To ensure all receipts are retained and where not possible complete a Statutory Declaration for the missing receipt and should include the amount of the purchase on the declaration.	Chief Executive Officer - Executive Manager Corporate Services	30/06/23	Complete a Statutory Declaration where no invoice has been retained.	9/06/23	75%		
														Contunial Review - SFO to ensure all receipts are included for Reconciliation - Imprvment by CC Holders	9/06/23	75%		
		EA - Interim Audit	8/06/2023		Terminated Employee Checklist	We noted that a Termination checklist was not completed for the employee (Shannon Wruck) selected for testing from the list of employees terminated between July 2022 and March 2023.		Minor	Non-completion of the termination checklist may not provide an opportunity to the employees to discharge their obligation to the Shire (e.g. failure to return the Shire's assets and having their systems and network access disabled). This not being completed correctly or on a timely basis may also result in an overpayment of wages and superannuation that is not able to be recovered by the Shire.	We recommend: - the termination checklist is completed upon termination for all employees and signed off once completed.	1. Noted. We have been without a staff HR member for a number of months and Executive Management had to take the employment of employee on themselves. Items have been overlooked however this employee had been on maternity for over 12 months and had not been part of the staffing team within the office for that time.	Tricia Brown - Executive Manager Corporate Services	30/06/23	New HR employee is now sorting correct processes for onboarding and termination of employees and organising the correct paperwork to align with guidelines. All staff to be onboarded and terminated using the same paperwork.	9/06/23	75%		
		EA - Interim Audit	8/06/2023		Non-Compliance with the Local Government (Financial Management) Regulations 1996	We identified the following instance of non-compliance with the Local Government (Financial Management) Regulations 1996: -The 30 June 2023 Budget was adopted by Council on 25 August 2022 and submitted to the Department on 7 October 2022 (not submitted within 30 days).		Minor	Risk of non-compliance with reporting requirements and legislative requirements.	We recommend: - a compliance calendar be utilised to ensure all key reporting dates as per the Local Government Act and Regulations are complied with.	1. Noted. Compliance Calendar required to include all Reporting Dates for legislative requirements	Tricia Brown - Executive Manager Corporate Services	30/06/23	All keys dates to be added to the EMCS Calendar to ensure all legislative reporting requirements are made on time.	9/06/23	75%		

ITEM 10 MATTERS FOR CONSIDERATION – BUILDING & TOWN PLANNING

No matters for consideration

ITEM 11 MATTERS FOR CONSIDERATION – FINANCE & AUDIT**11.1 Long Term Financial Plan 2025-2034****Responsible Officer** Nicole Gibbs, Chief Executive Officer**Reporting Officer** Nicole Gibbs, Chief Executive Officer**Attachments** 1. Shire of Quairading - Long Term Financial Plan 2025-2034 [↓](#) **Voting Requirements** Simple Majority**Disclosure of Interest** Reporting Officer: Nil
Responsible Officer: Nil

RESOLUTION: OCM 066-23/24

Moved: Cr BR Cowcill

Seconded: Cr TJ Stacey

That Council adopt the Long-Term Financial Plan 2025 – 2034.

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

IN BRIEF

The Shire of Quairading's Long Term Financial Plan (LTFP) sets out the Council's ten year operational and investment program to ensure the Shire's financial sustainability. The LTFP is aligned with other core documents adopted by Council including the Strategic Community Plan, Asset Management Plan and the current 2024 Annual Budget to achieve the Shire's vision:

"Our Shire is a place of welcome for all, where we work together, with thriving industry creating jobs, a bright future for our young people, and a bustling town in a beautiful and productive rural setting"

The LTFP covers the period 2024-25 to 2033-34. It is based on current service levels provided to the community as per the recently adopted 2024 Annual Budget.

As the Shire's strategic objectives change, the LTFP will need to be updated and aligned with those new priorities. It is recommended that the LTFP is reviewed every two to four years.

MATTER FOR CONSIDERATION

The LTFP is tabled for Council's adoption or directed amendments.

BACKGROUND

A LTFP is a key component of Integrated Planning and Reporting (IPR). IPR is a framework for local governments to:

- Articulate the community’s vision, outcomes and priorities.
- Allocate resources to achieve the vision, striking a considered balance between aspirations and affordability.
- Monitor and report progress.

IPR consists of the following “suite” of:

- A Strategic Community Plan that clearly shows the community vision, strategic direction, long and medium-term priorities and resourcing implications with a horizon of 10+ years.
- A Corporate Business Plan which contains a four-year delivery program, aligned to the Strategic Community Plan, and accompanied by four-year financial projections.
- Informing Strategies, consisting of the core Informing Strategies (LTFP, Asset Management Plan and Workforce Plan) and any other issue or area specific council plans (e.g. Disability Access and Inclusion Plan) that inform the Strategic Community Plan and Corporate Business Plan.

The core Informing Strategies play a vital role in prioritisation and integration. The LTFP is a 10-year rolling plan that informs the Corporate Business Plan in the activation of Strategic Community Plan priorities. The LTFP includes robust forecast budgets for four years accompanying the Corporate Business Plan. From these planning processes, annual budgets that are aligned with strategic objectives can be developed. The LTFP is therefore a key element of the IPR Framework that enables local governments to set priorities, based on their resourcing capabilities, for the delivery of short-, medium- and long-term community priorities. It is also an indicator of a local government’s long-term financial sustainability and allows early identification of financial issues and their longer-term impacts. The LTFP highlights linkages between specific plans and strategies and enhances the transparency and accountability of the council to the community.

The LTFP should be a high-level document that can be easily understood. LTFP is often presented in two parts – a narrative section followed by tables of financial projections covering the ten years of the plan. The LTFP should contain enough information to be useful and needs to be sufficiently detailed to enable the calculation of statutory financial ratios.

As a minimum the LTFP should incorporate 10-year financial forecasts including:

- Forecast income and expenditure statement.
- Statement of cash flows.
- Rate setting statement.
- Statement of financial position.
- Equity statement.

- Loan Statement.
- Cash Reserves.

These statements must be supported by:

- Details of assumptions on which the plan has been developed.
- Projected income and expenditure.
- Methods of measuring performance.
- Key Performance Indicators (KPIs).
- Major capital works schedules.

To retain alignment with the Corporate Business Plan, the LTFP needs to be a rolling and iterative document that is reviewed annually and provides robust financial projections for the current and following three years.

The LTFP has been prepared under the following guidelines:

- Maintains a balanced budget throughout (i.e. zero surplus).
- Maintains a minimum total reserve balance of \$2m each year.
- Maintains the current level of service currently provided to the community.
- Provides a consistent renewal budget for the Shire's assets.

In preparing the LTFP assumptions must be made to accommodate the increases in costs and revenues over the life of the plan. Whilst future inflation rates are unpredictable in this economic climate, tying the assumptions to the CPI allows the LTFP to be flexible.

The LTFP includes the following assumptions:

- Annual rate increases of 1.6% above CPI.
- Annual increase to Fees & Charges 1.6% above CPI.
- Expenditure, except for utilities (assumed higher), assumed in line with CPI.

The operating budget is based on the current level of income and expenditure in the recently adopted 2024 Annual Budget. The only changes to occur over the life of the plan are:

- New employee for Parks & Gardens in 2025.
- New casual officer for the gym in 2025.
- Increase in interest payments for the future borrowings funding the Sporting Precinct project.

Rate revenue is the main source of operating income for the Shire. The LTFP assumes an annual rate increase of 1.6% above CPI. This is essential to maintain the current level of service as well as ensuring the Shire raises enough funds to cover the capital expenditure program.

Reducing the annual increase has a flow on effect to future years. Reducing the increase of rates to match CPI results in a significant loss of revenue for the Shire over the 10 year period. Conversely raising above the assumed LTFP strategy of 1.6% will net the Shire a higher income, and the potential to provide more services.

A limited number of non-operating grants have been assumed in the development of the LTFP. Roads to Recovery funding and Regional Road Group (RRG) funding has been based on the 2024 budget with increases over the years for inflation. RRG funding is based on a one third contribution from the Shire.

External funding has also been assumed in the construction of the Sports & Recreation Precinct. Federal funding of 50% and State Government funding of 25% has been factored into the LTFP, with the remaining Shire contribution funded from Reserve funds and Borrowings.

Existing loans for the Depot Building and the Park Cottages are fully repaid in 2028 and 2030 respectively. The LTFP currently assumes new borrowings in 2027 to fund the building of the Sports & Recreational Precinct to be repaid over 20 years. Loans are deemed necessary where there are insufficient operating surpluses available to meet all capital requirements. Utilising loan funds allow the funding of capital costs to be spread over time and provides for greater intergenerational equity in the distribution of the funding burden.

The Shire's Asset Management Plan details information about the Shire's assets and outlines the services to be provided. In addition to this the Plant Replacement Program details the future needs of the Shire's plant and equipment. The majority of capital expenditure are renewal projects reflecting the importance of maintaining the Shire's existing essential infrastructure – Roads and drainage.

New capital expenditure projects included in the LTFP are:

- Two (2) additional cabins for the Caravan Park.
- Construction and upgrade of the Sports & Recreation facility over a three-year period beginning 2027. This has been budgeted as being 75% government funded, with the remainder being funded from Reserve and Borrowings.
- Renewal Expenditure across all asset categories in line with the Asset Management Plan and Plant Replacement Program.

The LTFP sets out to achieve a “balanced budget”, meaning the municipal closing surplus/(deficit) is nil, except for cash held in reserve funds. Reserves are established for the purpose of setting aside funds in current and past years to assist in funding future projects and services. Transferring funds to reserves ensures the community who are benefitting now, will contribute to funding the purpose into the future.

Having cash reserves eases the financial impact of a community when a project is required to be delivered in one year, to be funded by monies collected over a period.

The LTFP has been compiled with the following strategies in place:

- A minimum balance of \$2 million every year. This gives the Shire a funding option if monies are required urgently to attend to an emergency.
- Funds are transferred to the Reserves annually and used to fund the capital projects. This ensures that all monies flagged for renewal works can remain in the Reserve for the future if projects are delayed or priorities change.
- Funds have been added consistently to the Swimming Pool Reserve over the life of the plan to ensure there is a contingency fund in the case of any unforeseen works needing to be carried out.

STATUTORY ENVIRONMENT

Local Government Act 1995

Rates and Charges (Rebates and Deferments) Act 1992

POLICY IMPLICATIONS

Asset Management Policy

Disposal of Property Policy

Investment Policy

Risk Management Policy

Shire of Quairading Strategic Community Plan 2021 - 2031

FINANCIAL IMPLICATIONS

Long term

ALIGNMENT WITH STRATEGIC PRIORITIES

- 1.3 Community:** Advocate for the provision of quality health services, health facilities and programs in the Shire
- 1.5 Community:** Support emergency services planning, risk mitigation, response and recovery
- 2.1 Economy:** Promote the Economic and Business Growth Strategy for current businesses and the sustainable attraction of new industry (Small Business Friendly Local Government and Action Plan)
- 2.3 Economy:** Shire engages stakeholders and partners to help capture local economic development initiatives
- 2.4 Economy:** Encourage local workforce participation

- 3.1 Built Environment:** Safe, efficient and well maintained road and footpath infrastructure
- 3.2 Built Environment:** Parks, gardens and social spaces are safe and encourage active, engaged and healthy lifestyles
- 3.3 Built Environment:** Improvements to building infrastructure including our sport and recreation facilities, residential and service delivery facilities following considered cost benefit analysis models and venue management plans
- 5.2 Governance & Leadership:** Forward planning and implementation of plans to determine Strategic Plan and service levels
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community
- 5.4 Governance & Leadership:** Implement systems and processes that meet legislative and audit obligations

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

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

RISK ASSESSMENT

	Option 1
Financial	Low <i>Forward financial planning reduces the risk of unforeseen expenditure and ensures the replacement and maintenance of valuable Shire assets.</i>
Health	Low <i>Council’s continual financial support of the medical practice will ensure community access to medial support.</i>
Reputation	Low <i>The community will want to reduce the risk of unforeseen expenditure, ensure the replacement and maintenance of valuable Shire assets and ensure responsible management of rate payer funds.</i>
Operations	Low <i>Forward financial planning reduces the risk of interruptions and ensures the continued expected standard of operations.</i>
Natural Environment	N/A

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

Shire of Quairading 10 Year Long Term Financial Plan 2025-2034

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Version	Date	Status	Author
LTFP 2024/5 – 2033/4	12 September 2023	Final	Viaje Strategic

Introduction

The Shire of Quairading's Long Term Financial Plan (LTFP) sets out the Council's ten year operational and investment program to ensure the Shire's financial sustainability.

The LTFP is aligned with other core documents adopted by Council including the Strategic Community Plan, Asset Management Plan and the current 2024 Annual Budget to achieve the Shire's vision:

“Our Shire is a place of welcome for all, where we work together, with thriving industry creating jobs, a bright future for our young people, and a bustling town in a beautiful and productive rural setting”

The LTFP covers the period 2024-25 to 2033-34. It is based on current service levels provided to the community as per the recently adopted 2024 Annual Budget.

As the Shire's strategic objectives change, the LTFP will need to be updated and aligned with those new priorities. It is recommended that the LTFP is reviewed every two to four years.

Basis of Preparation

The LTFP has been prepared under the following guidelines:

- Maintains a balanced budget throughout (ie. zero surplus)
- Maintains a minimum total reserve balance of \$2m each year
- Maintains the current level of service currently provided to the community
- Provides a consistent renewal budget for the Shire's assets

Key Assumptions

In preparing the LTFP assumptions must be made to accommodate the increases in costs and revenues over the life of the plan. Whilst future inflation rates are unpredictable in this economic climate, tying the assumptions to the CPI allows the LTFP to be flexible.

The LTFP includes the following assumptions:

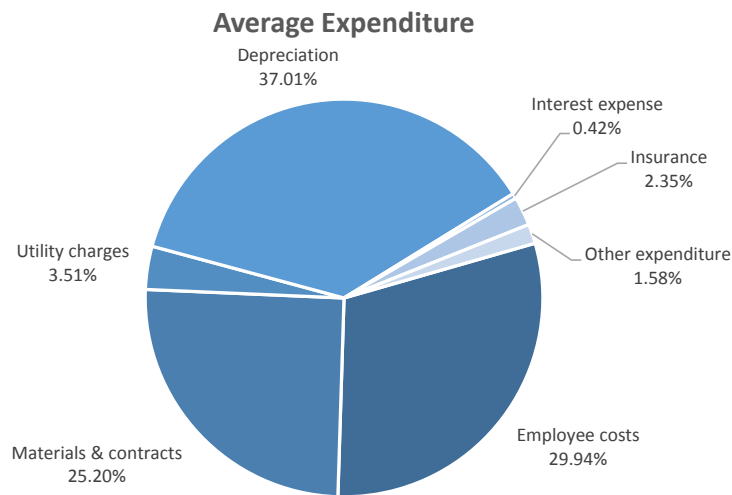
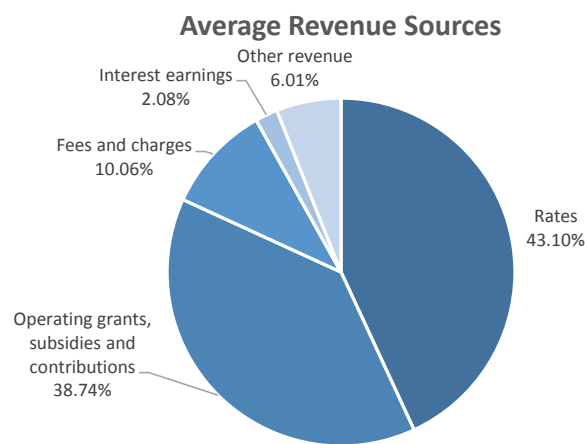
- Annual rate increases of 1.6% above CPI
- Annual increase to Fees & Charges 1.6% above CPI
- Expenditure, except for utilities (assumed higher), assumed in line with CPI

Operational Budget

The operating budget is based on the current level of income and expenditure in the recently adopted 2024 Annual Budget. The only changes to occur over the life of the plan are:

- New employee for Parks & Gardens in 2025
- New casual officer for the gym in 2025
- Increase in interest payments for the future borrowings funding the Sporting Precinct project.

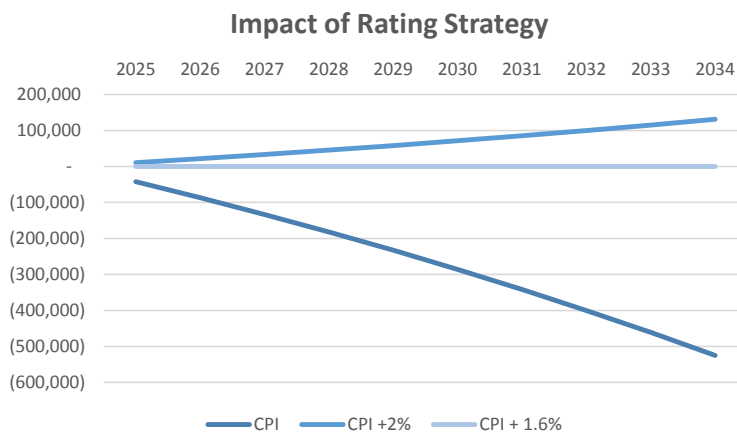
The below charts show the average annual income and expenditure by Nature and Type for the LTFP.



Rates

Rate revenue is the main source of operating income for the Shire. The LTFP assumes an annual rate increase of 1.6% above CPI. This is essential to maintain the current level of service as well as ensuring the Shire raises enough funds to cover the capital expenditure program.

Reducing the annual increase has a flow on effect to future years. As shown in the graph below, reducing the increase of rates to match CPI results in a significant loss of revenue for the Shire over the 10 year period. Conversely raising above the assumed LTFP strategy of 1.6% will net the Shire a higher income, and the potential to provide more services.



Non-Operating (Capital) Grants

A limited number of non-operating grants have been assumed in the development of the LTFP.

Roads to Recovery funding and Regional Road Group (RRG) funding has been based on the 2024 budget with increases over the years for inflation. RRG funding is based on a one third contribution from the Shire.

External funding has also been assumed in the construction of the Sports & Recreation Precinct. Federal funding of 50% and State Government funding of 25% has been factored into the LTFP, with the remaining Shire contribution funded from Reserve funds and Borrowings.

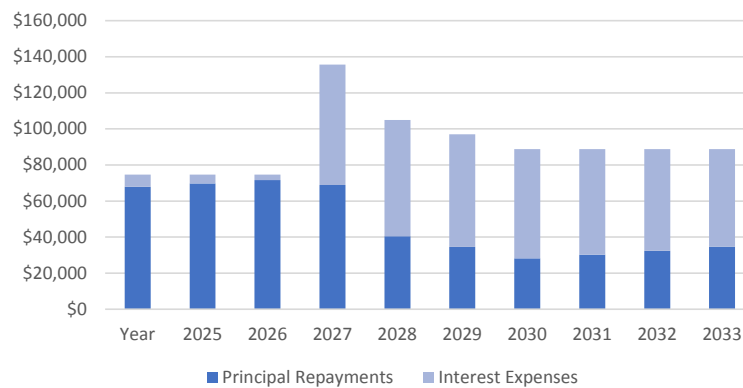
Borrowings

Existing loans for the Depot Building and the Park Cottages are fully repaid in 2028 and 2030 respectively.

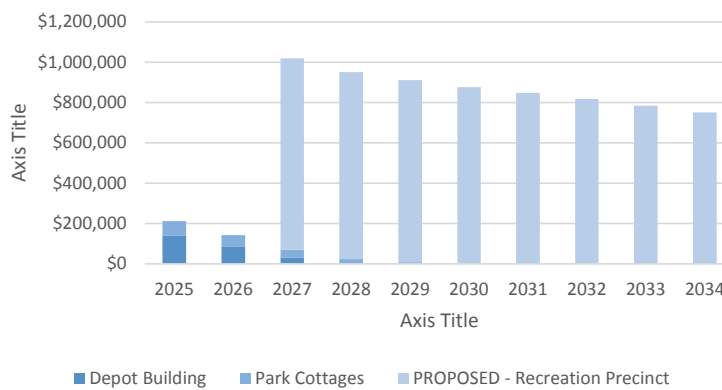
The LTFP currently assumes new borrowings in 2027 to fund the building of the Sports & Recreational Precinct to be repaid over 20 years.

Loans are deemed necessary where there are insufficient operating surpluses available to meet all capital requirements. Utilising loan funds allow the funding of capital costs to be spread over time and provides for greater intergenerational equity in the distribution of the funding burden.

Annual cost of borrowings



Outstanding Loan Balances



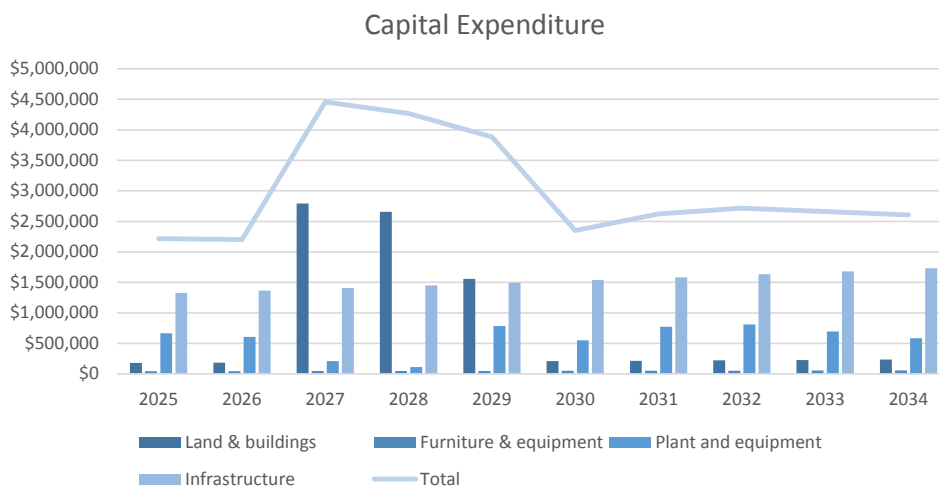
Capital Expenditure

The Shire’s Asset Management Plan details information about the Shire’s assets and outlines the services to be provided. In addition to this the Plant Replacement Program details the future needs of the Shire’s plant and equipment.

The majority of capital expenditure are renewal projects reflecting the importance of maintaining the Shire’s existing essential infrastructure – Roads and Drainage.

New capital expenditure projects included in the LTFP are:

- Two (2) additional cabins for the Caravan Park.
- Construction and upgrade of the Sports & Recreation facility over a three year period beginning 2027. This has been budgeted as being 75% government funded, with the remainder being funded from Reserve and Borrowings.
- Renewal Expenditure across all asset categories in line with the Asset Management Plan and Plant Replacement Program.



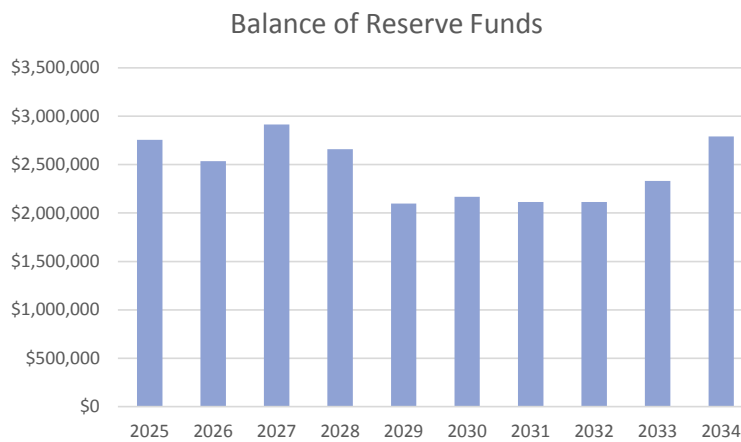
Cashflows

The LTFP sets out to achieve a “balanced budget”, meaning the municipal closing surplus/(deficit) is nil, except for cash held in reserve funds.

Reserves are established for the purpose of setting aside funds in current and past years to assist in funding future projects and services. Transferring funds to reserves ensures the community who are benefitting now, will contribute to funding the purpose into the future. Having cash reserves eases the financial impact of a community when a project is required to be delivered in one year, to be funded by monies collected over a period.

The LTFP has been compiled with the following strategies in place:

- A minimum balance of \$2 million every year. This gives the Shire a funding option if monies are required urgently to attend to an emergency.
- Funds are transferred to the Reserves annually and used to fund the capital projects. This ensures that all monies flagged for renewal works can remain in the Reserve for the future if projects are delayed or priorities change.
- Funds have been added consistently to the Swimming Pool Reserve over the life of the plan to ensure there is a contingency fund in the case of any unforeseen works needing to be carried out.



Key Financial Indicators

Operating Surplus Ratio

The Operating Surplus Ratio is a measure of a local government’s ability to cover its operational costs and have revenues available for capital funding or other purposes. If a local government consistently achieves a positive operating surplus ratio and has soundly based long term financial plans showing that it can continue to do so in future, having regard to asset management and the community's service level needs, then it is considered financially sustainable.

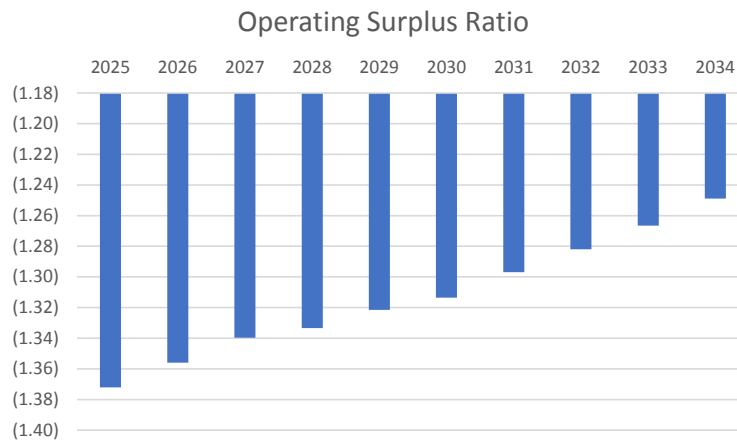
A positive ratio indicates the percentage of total own source revenue available to help fund proposed capital expenditure, transfer to cash reserves or to reduce debt. A negative ratio indicates the percentage increase in total own source revenue (principally rates) that would have been required to achieve a break-even operating result.

Target

The standards set by the Department of Local Government, Sports, and Cultural Industries (DLGSC) is that the basic standard is between 1% and 15% (0.01 and 0.15) and the advanced standard is greater than 15% (>0.15).

Commentary

Whilst the Shire is performing below the Department standard with a negative ratio, the assumption of rate increases in the LTFP, together with the consistent renewal expenditure program sees the Shire slowly improving the ratio over the life of the LTFP.



Asset Sustainability Ratio

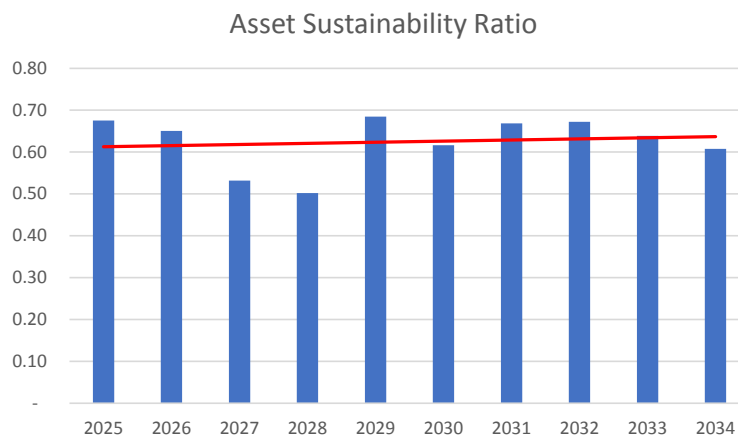
The Asset Sustainability Ratio expresses capital expenditure on renewal and replacement of existing assets as a percentage of depreciation costs. It is used to identify any potential decline or improvement in asset conditions. A percentage of less than 100% on an ongoing basis indicates assets may be deteriorating at a greater rate than spending on renewal or replacement.

Target

The standards set by DLGSC is that the basic standard is met if the ratio can be measured and is 90% (0.90) and the improving standard is met if the ratio is between 90% and 110% (0.90 and 1.10).

Commentary

Except for the new Sporting & Recreation Precinct, the Shire’s capital expenditure is focused on maintaining and renewing its current asset base, with the help of external funding where available. Whilst the Shire is not reaching the standard sent by the Department, very few regional Councils can afford to do so. Importantly the Shire is forecasting a very slight increasing trend over the life of the LTFP.



Debt Service Coverage Ratio

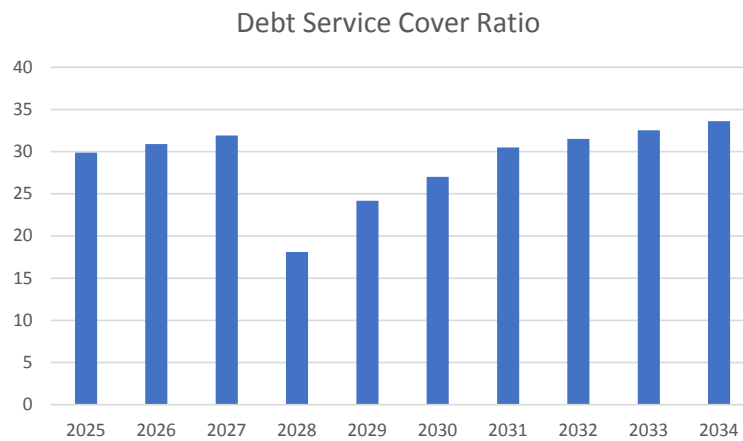
The Debt Service Coverage Ratio represents a local governments ability to produce enough cash to cover its debt payments. The higher the ratio is, the easier it is for a local government to obtain a loan.

Target

The standards set by DLGSC is that the basic standard is met if the ratio can be measured and is greater than 2.00 and the advanced standard is met if the ratio is greater than 5.00 (500%).

Commentary

The Shire is within the Department’s target for the course of the LTFP. The Shire has capacity to borrow further, but with consideration to be given to all ratios.



Shire of Quairading
 Long Term Financial Plan 2025 - 2034
 Appendix 1 - Statement of Financial Activity

	Adopted Budget											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Funding Surplus (Deficit)	2,269,765	18,541	0	0	0	0	0	0	0	0	0	0
OPERATING ACTIVITIES												
Revenue from operating activities												
Rates	2,642,094	2,779,483	2,910,119	3,043,985	3,184,008	3,330,472	3,483,674	3,643,923	3,811,544	3,986,875	4,170,271	
Operating grants, subsidies and contributions	405,611	2,656,249	2,738,592	2,822,114	2,909,673	3,001,758	3,099,102	3,202,794	3,314,469	3,436,625	3,573,137	
Fees and charges	616,835	648,906	679,407	710,654	743,342	777,541	813,308	850,719	889,853	930,785	973,600	
Service charges	0	0	0	0	0	0	0	0	0	0	0	
Interest earnings	118,855	158,345	160,822	165,440	186,263	175,595	149,644	155,356	154,996	157,488	170,960	
Other revenue	413,183	423,097	435,787	446,693	457,883	469,358	481,135	493,226	505,647	518,415	531,550	
Profit On Asset Disposal	42,582	0	0	0	0	0	0	0	0	0	0	
Total income	4,239,159	6,666,080	6,924,727	7,188,886	7,481,169	7,754,724	8,026,863	8,346,018	8,676,509	9,030,188	9,419,518	
Expenditure from operating activities												
Employee costs	(2,411,926)	(2,498,755)	(2,576,217)	(2,653,509)	(2,733,114)	(2,815,105)	(2,899,567)	(2,986,554)	(3,076,153)	(3,168,443)	(3,263,489)	
Materials & contracts	(2,146,075)	(2,223,328)	(2,292,238)	(2,360,994)	(2,431,861)	(2,504,821)	(2,580,012)	(2,657,393)	(2,737,123)	(2,819,229)	(2,903,821)	
Utility charges	(268,450)	(283,485)	(297,944)	(312,857)	(328,501)	(344,923)	(362,164)	(380,275)	(399,293)	(419,250)	(440,211)	
Depreciation	(3,152,353)	(3,265,837)	(3,367,080)	(3,468,091)	(3,572,133)	(3,679,296)	(3,789,676)	(3,903,366)	(4,020,466)	(4,141,080)	(4,265,314)	
Interest expense	(13,248)	(6,864)	(5,026)	(3,134)	(66,945)	(64,640)	(62,663)	(60,741)	(58,750)	(56,618)	(54,210)	
Insurance	(199,849)	(207,044)	(213,460)	(219,865)	(226,463)	(233,258)	(240,259)	(247,466)	(254,890)	(262,534)	(270,409)	
Other expenditure	(134,755)	(139,606)	(143,931)	(148,248)	(152,697)	(157,279)	(161,999)	(166,859)	(171,865)	(177,020)	(182,331)	
Loss On Asset Disposal	(75,359)	0	0	0	0	0	0	0	0	0	0	
Total expenses	(8,402,015)	(8,624,919)	(8,895,896)	(9,166,698)	(9,511,714)	(9,799,322)	(10,096,340)	(10,402,654)	(10,718,540)	(11,044,174)	(11,379,785)	
Additional net operating expenses	(5,249,662)	(5,359,082)	(5,528,816)	(5,698,607)	(5,939,581)	(6,120,026)	(6,306,664)	(6,499,288)	(6,698,074)	(6,903,094)	(7,114,471)	
Employee costs	0	(142,946)	(147,377)	(151,798)	(156,352)	(161,043)	(165,874)	(170,850)	(175,975)	(181,255)	(186,692)	
	0	(142,946)	(147,377)	(151,798)	(156,352)	(161,043)	(165,874)	(170,850)	(175,975)	(181,255)	(186,692)	
Non-cash amounts excluded from operating activities	3,188,686	3,265,837	3,367,080	3,468,091	3,572,133	3,679,296	3,789,676	3,903,366	4,020,466	4,141,080	4,265,314	
Amount attributable to operating activities	(974,170)	1,164,052	1,248,534	1,338,481	1,385,236	1,473,655	1,554,325	1,675,880	1,802,460	1,945,839	2,118,355	
INVESTING ACTIVITIES												
Non-operating grants, subsidies and contributions	2,273,037	810,000	835,110	2,652,171	2,731,736	1,926,490	939,924	968,121	997,165	1,027,080	1,057,893	
Proceeds On Disposal Of Assets	335,000	0	0	0	0	0	0	0	0	0	0	
Purchase of property, plant and equipment	(1,709,645)	(890,000)	(835,110)	(3,049,863)	(2,816,504)	(2,389,522)	(809,959)	(1,038,639)	(1,083,341)	(978,896)	(873,741)	
Purchase and construction of infrastructure	(3,082,644)	(1,325,000)	(1,366,075)	(1,407,059)	(1,449,269)	(1,492,747)	(1,537,530)	(1,583,656)	(1,631,164)	(1,680,100)	(1,730,504)	
Amount attributable to investing activities	(2,184,252)	(1,405,000)	(1,366,075)	(1,804,751)	(1,534,037)	(1,955,780)	(1,407,565)	(1,654,174)	(1,717,340)	(1,631,916)	(1,546,352)	
FINANCING ACTIVITIES												
Repayment of borrowings	(64,364)	(67,898)	(69,741)	(71,637)	(68,903)	(40,492)	(34,590)	(28,202)	(30,199)	(32,337)	(34,627)	
Proceeds from borrowings	0	0	0	950,000	0	0	0	0	0	0	0	
Lease Principal Repayments	(31,797)	(31,797)	(32,783)	(34,235)	(36,256)	(38,991)	(42,666)	(47,630)	(54,416)	(63,856)	(77,254)	
Transfers to reserves (restricted assets)	(85,000)	(1,082,899)	(1,146,010)	(2,182,608)	(1,280,077)	(1,644,172)	(1,477,069)	(1,600,049)	(1,767,846)	(1,849,646)	(2,006,474)	
Transfers from reserves (restricted assets)	1,088,359	1,405,000	1,366,075	1,804,751	1,534,037	2,205,780	1,407,565	1,654,174	1,767,340	1,631,916	1,546,352	
Amount attributable to financing activities	907,198	222,406	117,541	466,270	148,801	482,124	(146,760)	(21,707)	(85,121)	(313,923)	(572,003)	
Surplus/(deficit)	18,541	0	0	0	0	0	0	0	0	0	0	
Operating Surplus Ratio	(1.37)	(1.37)	(1.36)	(1.34)	(1.33)	(1.32)	(1.31)	(1.30)	(1.28)	(1.27)	(1.25)	

Shire of Quairading
 Long Term Financial Plan 2025 - 2034
 Appendix 2 - Statement of Capital Works

	Adopted Budget										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land & buildings											
Land improvements	0	10,000	10,310	10,619	10,938	11,266	11,604	11,952	12,311	12,680	13,060
Buildings renewal	294,240	170,000	175,270	180,528	185,944	191,522	197,268	203,186	209,282	215,560	222,027
Buildings new - 1 Edwards Way	350,000	0	0	0	0	0	0	0	0	0	0
Buildings new - cabins	0	0	0	212,386	0	0	0	0	0	0	0
Buildings new - Sporting Precinct	0	0	0	2,389,343	2,461,023	1,351,922	0	0	0	0	0
Total land & buildings	644,240	180,000	185,580	2,792,876	2,657,905	1,554,710	208,872	215,138	221,593	228,240	235,087
Furniture & equipment											
Computer equipment	0	28,000	28,868	29,734	30,626	31,545	32,491	33,466	34,470	35,504	36,569
Furniture and Equipment	35,000	15,000	15,465	15,929	16,407	16,899	17,406	17,928	18,466	19,020	19,591
Total furniture & equipment	35,000	43,000	44,333	45,663	47,033	48,444	49,897	51,394	52,936	54,524	56,160
Plant and equipment											
Plant & equipment renewal	1,030,405	667,000	605,197	211,324	111,566	786,368	551,190	772,107	808,812	696,132	582,494
Total plant and equipment	1,030,405	667,000	605,197	211,324	111,566	786,368	551,190	772,107	808,812	696,132	582,494
Infrastructure											
Roads renewal	1,675,291	1,060,000	1,092,860	1,125,647	1,159,416	1,194,198	1,230,024	1,266,924	1,304,932	1,344,080	1,384,403
Drainage renewal	180,112	150,000	154,650	159,290	164,068	168,990	174,060	179,282	184,660	190,200	195,906
Footpaths renewal	-	50,000	51,550	53,097	54,689	56,330	58,020	59,761	61,553	63,400	65,302
Other Infrastructure renewal	1,227,241	65,000	67,015	69,025	71,096	73,229	75,426	77,689	80,019	82,420	84,893
Total infrastructure	3,082,644	1,325,000	1,366,075	1,407,059	1,449,269	1,492,747	1,537,530	1,583,656	1,631,164	1,680,100	1,730,504
Total capital works expenditure	4,792,289	2,215,000	2,201,185	4,456,922	4,265,773	3,882,269	2,347,489	2,622,295	2,714,505	2,658,996	2,604,245
Represented by:											
New asset expenditure	366,145	10,000	10,310	2,612,348	2,471,961	1,363,188	11,604	11,952	12,311	12,680	13,060
Asset renewal expenditure	4,076,144	2,205,000	2,190,875	1,844,574	1,793,812	2,519,081	2,335,885	2,610,343	2,702,194	2,646,316	2,591,185
Total capital works expenditure	4,442,289	2,215,000	2,201,185	4,456,922	4,265,773	3,882,269	2,347,489	2,622,295	2,714,505	2,658,996	2,604,245
Funding sources represented by:											
Grants & Contributions	2,273,037	810,000	835,110	2,652,171	2,731,736	1,926,490	939,924	968,121	997,165	1,027,080	1,057,893
Municipal Contribution	2,169,252	1,405,000	1,366,075	854,751	1,534,037	1,955,780	1,407,565	1,654,174	1,717,340	1,631,916	1,546,352
Borrowings	0	0	0	950,000	0	0	0	0	0	0	0
Total capital works expenditure	4,442,289	2,215,000	2,201,185	4,456,922	4,265,773	3,882,269	2,347,489	2,622,295	2,714,505	2,658,996	2,604,245
Asset Sustainability Ratio	1.29	0.68	0.65	0.53	0.50	0.68	0.62	0.67	0.67	0.64	0.61

Shire of Quairading
 Long Term Financial Plan 2025 - 2034
 Reserve Accounts

Reserves	2024 \$000's	2025 \$000's	2026 \$000's	2027 \$000's	2028 \$000's	2029 \$000's	2030 \$000's	2031 \$000's	2032 \$000's	2033 \$000's	2034 \$000's
Building & Infrastructure Reserve To be used to develop and upgrade Council infrastructure and building assets.											
Opening balance	921,846	511,043	531,485	555,402	370,786	389,325	158,791	166,731	175,068	133,821	140,512
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	300,000
Transfer to reserve - interest	19,197	20,442	23,917	27,770	18,539	19,466	7,940	8,337	8,753	6,691	7,026
Transfer from reserve	(430,000)	0	0	(212,386)	0	(250,000)	0	0	(50,000)	0	0
Closing balance	511,043	531,485	555,402	370,786	389,325	158,791	166,731	175,068	133,821	140,512	447,538
Building Renewal Reserve To be used to fund the maintenance and renewal of Council building assets.											
Opening balance	125,339	127,949	143,067	19,235	198,669	187,658	95,519	268,027	168,242	67,372	15,181
Transfer to reserve	0	180,000	45,000	359,000	165,000	90,000	365,000	90,000	100,000	160,000	210,000
Transfer to reserve - interest	2,610	5,118	6,438	962	9,933	9,383	4,776	13,401	8,412	3,369	759
Transfer from reserve	0	(170,000)	(175,270)	(180,528)	(185,944)	(191,522)	(197,268)	(203,186)	(209,282)	(215,560)	(222,027)
Closing balance	127,949	143,067	19,235	198,669	187,658	95,519	268,027	168,242	67,372	15,181	3,913
Long Service Leave Reserve To be used to fund future employee leave requirements.											
Opening balance	170,758	174,314	181,287	189,445	198,917	208,863	219,306	230,271	241,785	253,874	266,568
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer to reserve - interest	3,556	6,973	8,158	9,472	9,946	10,443	10,965	11,514	12,089	12,694	13,328
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	174,314	181,287	189,445	198,917	208,863	219,306	230,271	241,785	253,874	266,568	279,896
Furniture, Fittings & Equipment Reserve To be used in funding the various furniture, fittings and equipment installed in Council buildings and for the purchase of IT hardware and software.											
Opening balance	71,881	63,378	22,913	9,611	4,429	7,617	9,554	10,135	9,248	6,774	2,589
Transfer to reserve	0	0	30,000	40,000	50,000	50,000	50,000	50,000	50,000	50,000	105,000
Transfer to reserve - interest	1,497	2,535	1,031	481	221	381	478	507	462	339	129
Transfer from reserve	(10,000)	(43,000)	(44,333)	(45,663)	(47,033)	(48,444)	(49,897)	(51,394)	(52,936)	(54,524)	(56,160)
Closing balance	63,378	22,913	9,611	4,429	7,617	9,554	10,135	9,248	6,774	2,589	51,558
Health Reserve To be used to assist in funding the improvement of medical services and facilities											
Opening balance	99,418	101,488	105,548	110,298	115,813	121,604	127,684	134,068	140,771	147,810	155,201
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer to reserve - interest	2,070	4,060	4,750	5,515	5,791	6,080	6,384	6,703	7,039	7,391	7,760
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	101,488	105,548	110,298	115,813	121,604	127,684	134,068	140,771	147,810	155,201	162,961

**Shire of Quairading
Long Term Financial Plan 2025 - 2034
Reserve Accounts**

Reserves	2024 \$000's	2025 \$000's	2026 \$000's	2027 \$000's	2028 \$000's	2029 \$000's	2030 \$000's	2031 \$000's	2032 \$000's	2033 \$000's	2034 \$000's
HomesWest Joint Venture Housing Reserve To be used to assist with compliance with Council's joint venture agreement held with the State Housing Commission and to provide funds for the maintenance, management and improvement of the joint venture units.											
Opening balance	5,408	5,521	5,742	6,000	6,300	6,615	6,946	7,293	7,658	8,041	8,443
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer to reserve - interest	113	221	258	300	315	331	347	365	383	402	422
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	5,521	5,742	6,000	6,300	6,615	6,946	7,293	7,658	8,041	8,443	8,865
Independent Living Reserve To be used to fund the development of the independent living units.											
Opening balance	560,036	486,823	506,296	529,079	555,533	583,310	612,476	643,100	675,255	709,018	744,469
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer to reserve - interest	11,663	19,473	22,783	26,454	27,777	29,166	30,624	32,155	33,763	35,451	37,223
Transfer from reserve	(84,876)	0	0	0	0	0	0	0	0	0	0
Closing balance	486,823	506,296	529,079	555,533	583,310	612,476	643,100	675,255	709,018	744,469	781,692
Plant Reserve To be used to assist in funding the purchase of major plant items.											
Opening balance	776,912	315,091	70,695	38,679	29,289	269,187	196,278	59,902	40,790	59,018	145,837
Transfer to reserve	0	410,000	570,000	200,000	350,000	700,000	405,000	750,000	825,000	780,000	550,000
Transfer to reserve - interest	16,179	12,604	3,181	1,934	1,464	13,459	9,814	2,995	2,040	2,951	7,292
Transfer from reserve	(478,000)	(667,000)	(605,197)	(211,324)	(111,566)	(786,368)	(551,190)	(772,107)	(808,812)	(696,132)	(582,494)
Closing balance	315,091	70,695	38,679	29,289	269,187	196,278	59,902	40,790	59,018	145,837	120,635
Rec Centre Multipurpose Precinct Reserve To be used in providing assistance in the future redevelopment and capital upgrade works at the multi purpose precinct.											
Opening balance	537,375	548,566	570,509	596,182	978,655	412,333	94,969	99,717	104,703	109,938	115,435
Transfer to reserve	0	0	0	950,000	0	0	0	0	0	0	0
Transfer to reserve - interest	11,191	21,943	25,673	29,809	48,933	20,617	4,748	4,986	5,235	5,497	5,772
Transfer from reserve	0	0	0	(597,336)	(615,256)	(337,981)	0	0	0	0	0
Closing balance	548,566	570,509	596,182	978,655	412,333	94,969	99,717	104,703	109,938	115,435	121,207
Road Infrastructure Reserve To be used towards road infrastructure projects including replacement of culverts and bridges.											
Opening balance	549,527	475,488	319,508	159,901	111,001	72,627	147,227	89,129	59,701	95,842	181,541
Transfer to reserve	0	340,000	356,980	490,000	519,376	651,168	532,147	581,651	667,155	733,927	704,871
Transfer to reserve - interest	11,444	19,020	14,378	7,995	5,550	3,631	7,361	4,456	2,985	4,792	9,077
Transfer from reserve	(85,483)	(515,000)	(530,965)	(546,895)	(563,300)	(580,199)	(597,606)	(615,535)	(633,999)	(653,020)	(672,611)
Closing balance	475,488	319,508	159,901	111,001	72,627	147,227	89,129	59,701	95,842	181,541	222,878

**Shire of Quairading
Long Term Financial Plan 2025 - 2034
Reserve Accounts**

Reserves	2024 \$000's	2025 \$000's	2026 \$000's	2027 \$000's	2028 \$000's	2029 \$000's	2030 \$000's	2031 \$000's	2032 \$000's	2033 \$000's	2034 \$000's
Sustainable Environment Reserve To be used to assist in funding projects and initiatives which foster a sustainable environment. Such areas include waste management, recycling, water usage, gravel supplies, energy coservation and environmentally sustainable projects.											
Opening balance	170,867	174,425	181,402	189,565	199,043	208,995	219,445	230,417	241,938	254,035	266,737
Transfer to reserve	0	0	0	0	0	0	0	0	0	0	0
Transfer to reserve - interest	3,558	6,977	8,163	9,478	9,952	10,450	10,972	11,521	12,097	12,702	13,337
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	174,425	181,402	189,565	199,043	208,995	219,445	230,417	241,938	254,035	266,737	280,074
Swimming Pool Reserve To be used to assist in funding future major capital / upgrade works a the Quairading Memorial Swimming Pool.											
Opening balance	20,271	20,693	43,284	55,232	64,793	108,033	123,435	139,607	156,587	174,416	193,137
Transfer to reserve	0	21,763	10,000	6,799	40,000	10,000	10,000	10,000	10,000	10,000	10,000
Transfer to reserve - interest	422	828	1,948	2,762	3,240	5,402	6,172	6,980	7,829	8,721	9,657
Transfer from reserve	0	0	0	0	0	0	0	0	0	0	0
Closing balance	20,693	43,284	55,232	64,793	108,033	123,435	139,607	156,587	174,416	193,137	212,794
Town Planning & Development Reserve To be used to assist in funding of planning and implementation of the development of Council land and the purchase of land for future development.											
Opening balance	72,049	73,549	74,491	77,533	80,791	83,893	86,822	89,559	92,085	94,378	96,417
Transfer to reserve	0	8,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Transfer to reserve - interest	1,500	2,942	3,352	3,877	4,040	4,195	4,341	4,478	4,604	4,719	4,821
Transfer from reserve	0	(10,000)	(10,310)	(10,619)	(10,938)	(11,266)	(11,604)	(11,952)	(12,311)	(12,680)	(13,060)
Closing balance	73,549	74,491	77,533	80,791	83,893	86,822	89,559	92,085	94,378	96,417	98,178
Reserves Summary											
Opening balance	4,081,687	3,078,328	2,756,227	2,536,162	2,914,019	2,660,060	2,098,452	2,167,956	2,113,831	2,114,337	2,332,067
Transfer to reserve	0	959,763	1,021,980	2,055,799	1,134,376	1,511,168	1,372,147	1,491,651	1,662,155	1,743,927	1,889,871
Transfer to reserve - interest	85,000	123,136	124,030	126,809	145,701	133,004	104,922	108,398	105,691	105,719	116,603
Transfer from reserve	(1,088,359)	(1,405,000)	(1,366,075)	(1,804,751)	(1,534,037)	(2,205,780)	(1,407,565)	(1,654,174)	(1,767,340)	(1,631,916)	(1,546,352)
Closing balance	3,078,328	2,756,227	2,536,162	2,914,019	2,660,060	2,098,452	2,167,956	2,113,831	2,114,337	2,332,067	2,792,189

Shire of Quairading
 Long Term Financial Plan 2025 - 2034
 Appendix 4 - Borrowings

Purpose	Loan Number	Adopted Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
		2024 \$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Depot Building		118										
Opening balance		243,727	193,914	141,003	86,471	30,269	0	0	0	0	0	0
Plus New loans												
Less Principal repayment		(49,813)	(52,911)	(54,532)	(56,202)	(30,269)	0	0	0	0	0	0
Closing balance		193,914	141,003	86,471	30,269	0	0	0	0	0	0	0
Interest payment		(10,647)	(5,479)	(3,858)	(2,188)	(451)	0	0	0	0	0	0
Park Cottages		119										
Opening balance		99,996	85,445	70,458	55,249	39,814	24,150	8,253	0	0	0	0
Plus New loans												
Less Principal repayment		(14,551)	(14,987)	(15,209)	(15,435)	(15,664)	(15,897)	(8,253)	0	0	0	0
Closing balance		85,445	70,458	55,249	39,814	24,150	8,253	0	0	0	0	0
Interest payment		(2,431)	(1,214)	(992)	(766)	(536)	(304)	(64)	0	0	0	0
PROPOSED - Recreation Precinct		NEW										
Opening balance		0	0	0	0	950,000	927,031	902,436	876,099	847,897	817,698	785,361
Plus New loans		0	0	0	950,000	0	0	0	0	0	0	0
Less Principal repayment		0	0	0	0	(22,969)	(24,595)	(26,337)	(28,202)	(30,199)	(32,337)	(34,627)
Closing balance		0	0	0	950,000	927,031	902,436	876,099	847,897	817,698	785,361	750,734
Interest payment					0	(65,772)	(64,145)	(62,403)	(60,539)	(58,542)	(56,403)	(54,113)
Summary of Borrowings												
Opening balance		343,723	279,359	211,461	141,720	1,020,083	951,181	910,689	876,099	847,897	817,698	785,361
Plus New loans		0	0	0	950,000	0	0	0	0	0	0	0
Less Principal repayment		(64,364)	(67,898)	(69,741)	(71,637)	(68,902)	(40,492)	(34,590)	(28,202)	(30,199)	(32,337)	(34,627)
Closing balance		279,359	211,461	141,720	1,020,083	951,181	910,689	876,099	847,897	817,698	785,361	750,734
Interest payment		(13,078)	(6,693)	(4,850)	(2,954)	(66,759)	(64,449)	(62,467)	(60,539)	(58,542)	(56,403)	(54,113)
Debt Service Cover Ratio		26.91	29.89	30.89	31.90	18.11	24.18	27.00	30.49	31.49	32.53	33.60

Disclaimer

This Long Term Financial Plan was prepared by Viaje Strategic for the Shire of Quairading only.

The LTFP is based on the information supplied by officers of the Shire of Quairading. The report is based on estimates and assumptions concerning the future performance of the Shire of Quairading and the economic environment and therefore subject to uncertainties. Our procedures do not include verification or validation of the information provided. We do not accept any liability of any kind whatsoever, including liability by reason of negligence, to the Shire of Quairading or any other person for losses incurred as a result of placing reliance on this report.

This is an advisory engagement. No audit or review engagement has been performed and accordingly no assurance is expressed.

Liability limited by a scheme approved under Professional Standards Legislation

11.2 Monthly Financial Statements - August 2023

Responsible Officer	Nicole Gibbs, Chief Executive Officer
Reporting Officer	Tricia Brown, Executive Manager, Corporate Services
Attachments	1. Attachment (i) Monthly Financial Report August 2023 ↓ 
Voting Requirements	Simple Majority
Disclosure of Interest	Reporting Officer: Nil Responsible Officer: Nil

RESOLUTION: OCM 067-23/24

Moved: Cr JN Haythornthwaite

Seconded: Cr BR Cowcill

That Council receive the monthly Financial Statements for the period ending 31 August 2023 – Attachment (i)

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

IN BRIEF

- Monthly financial statements for the period ending 31 August 2023 attached.
- Monthly financial statements have been updated based on the Bob Waddell and Associates monthly statements model.
- Depreciation has been calculated for the months to June 2023.
- Admin Allocations have been run for the months of June to July 2023.

MATTER FOR CONSIDERATION

To receive the monthly financial report and statements.

BACKGROUND

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

The ongoing impact of COVID-19 in conjunction with other international events (such as the war in Ukraine) continue to cause uncertainty and supply shortages around the world, with significant impact on world economic activities. It has resulted in steep rises in inflation worldwide, including Australia. The monthly CPI indicator rose 4.9% in the twelve months to July 2023. As a result of extensive inflation, the Australian Bureau of Statistics (ABS) commenced publication of a monthly CPI indicator. The first publication was released on 30 November 2022 and this release will occur on an ongoing basis, publishing the monthly CPI indicator around four weeks after the end of the reference month. To curb the high inflation the Reserve Bank of Australia (RBA) have, in the last financial year, announced consecutive increases in the cash rate. The current cash rate has remained the same as July 2023 at 4.1% to 31 August 2023.

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

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

Council adopted on 31st August 2023 at the Ordinary Council Meeting

2023/2024 Budget including Material Variances– Resolution # OCM 037-23/24

2023/2024 Differential Rates – Resolution # OCM 038-23/24

2023/2024 Rubbish Services – Resolution # OCM 039-23/24

STATUTORY ENVIRONMENT

Australian Accounting Standards

Local Government (Financial Management) Regulations 1996

Local Government Act 1995

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

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

Regulation 35 now requires local Governments to prepare each month a statement of financial position showing the financial position of the local government as at the last day of the previous month;

35. Financial position statement required each month

- (1) A local government must prepare each month a statement of financial position showing the financial position of the local government as at the last day of the previous month (the *previous month*) and —
 - (a) the financial position of the local government as at the last day of the previous financial year; or
 - (b) if the previous month is June, the financial position of the local government as at the last day of the financial year before the previous financial year.

(2) A statement of financial position must be —

- (a) presented at an ordinary meeting of the council within 2 months after the end of the previous month; and
- (b) recorded in the minutes of the meeting at which it is presented.

[Regulation 35 inserted: SL 2023/106 r. 20.]

POLICY IMPLICATIONS

Significant Accounting Policies

FINANCIAL IMPLICATIONS

Council has adopted the 2023/24 budget.

ALIGNMENT WITH STRATEGIC PRIORITIES

5.3 Governance & Leadership: Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

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

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

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

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

RISK ASSESSMENT

	Option 1
Financial	Low <i>23/24 Budget adopted</i>
Health	Low
Reputation	Low
Operations	Low
Natural Environment	Low

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

COMMENT

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

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

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

Due to recent changes in the Financial Management Regulations the August 2023 Monthly Financial Report now includes the new Regulation 35 – Statement of Financial Position.

The current aged creditors balance as of 31 August 2023 is \$430,636.87 being mainly made up of 1 large invoice relating to bitumen for road works completed.

The current aged debtors balance as of 31 August 2023 is \$156,670.54 with the majority of this balance being 1 large invoice raised.



SHIRE OF QUAIRADING
MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
For the Period Ended 31 August 2023

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

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**SHIRE OF QUAIRADING
MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 AUGUST 2023**

KEY INFORMATION

Items of Significance

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

	% Collected / Completed	Amended Annual Budget	Amended YTD Budget	YTD Actual	Variance (Under)/Over
Significant Projects					
Grants, Subsidies and Contributions					
Grants, Subsidies and Contributions	-32%	437,716	210,939	(139,021)	(349,960)
Capital Grants, Subsidies and Contributions	0%	2,273,037	116,231	0	(116,231)
	-5%	2,710,753	327,170	(139,021)	(466,191)
Rates Levied	0%	2,642,443	2,623,958	0	(2,623,958)

Financial Position		Current Year	
		Prior Year 31 August 2022	31 August 2023
Adjusted Net Current Assets	62%	\$ 1,672,889	\$ 1,038,368
Cash and Equivalent - Unrestricted	55%	\$ 1,998,744	\$ 1,099,017
Cash and Equivalent - Restricted	114%	\$ 3,598,742	\$ 4,093,439
Receivables - Rates	116%	\$ 166,772	\$ 193,040
Receivables - Other	82%	\$ 252,477	\$ 206,718
Payables	210%	\$ 288,221	\$ 605,938

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

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

**SHIRE OF QUAIRADING
MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 AUGUST 2023**

SUMMARY INFORMATION

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 31 August 2023
Prepared by: Tricia Brown (A/EMCS)
Reviewed by: Nicole Gibbs (CEO)

BASIS OF PREPARATION

REPORT PURPOSE

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

BASIS OF ACCOUNTING

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

THE LOCAL GOVERNMENT REPORTING ENTITY

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

SIGNIFICANT ACCOUNTING POLICES

GOODS AND SERVICES TAX

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

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

CRITICAL ACCOUNTING ESTIMATES

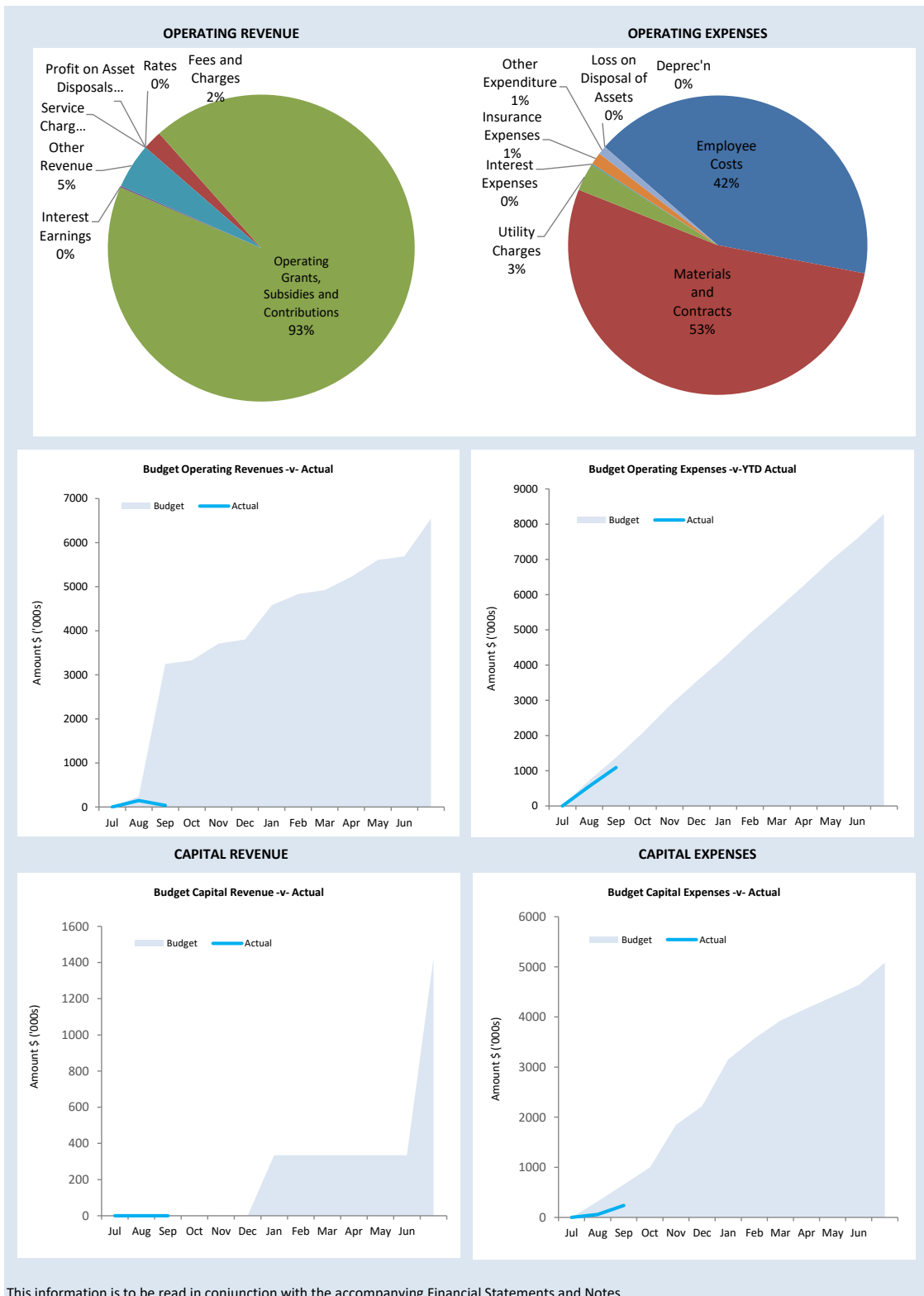
The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions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

ROUNDING OFF FIGURES

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

**SHIRE OF QUAIRADING
MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 AUGUST 2023**

SUMMARY GRAPHS



**SHIRE OF QUAIRADING
KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 31 AUGUST 2023**

STATUTORY REPORTING PROGRAMS

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

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

SHIRE OF QUAIRADING
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023

BY PROGRAM

Note	Adopted Annual Budget	Amended Annual Budget (d)	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var. ▲▼	Significant Var. \$
	\$	\$	\$	\$	\$	%		
OPERATING ACTIVITIES								
Revenue from operating activities								
	500	500	82	0	(82)	(100%)	▼	
Governance								
General Purpose Funding - Rates	6 2,642,443	2,642,443	2,623,958	0	(2,623,958)	(100%)	▼	\$
General Purpose Funding - Other		225,455	21,180	4,904	(16,276)	(77%)	▼	\$
Law, Order and Public Safety		311,062	56,441	33,836	(22,605)	(40%)	▼	\$
Health		25,500	25,500	117	(24,965)	(100%)	▼	\$
Education and Welfare		65,380	10,874	7,204	(3,670)	(34%)	▼	
Housing		146,657	24,406	15,112	(9,294)	(38%)	▼	
Community Amenities		208,201	34,340	9,977	(24,363)	(71%)	▼	\$
Recreation and Culture		27,255	1,870	2,260	390	21%	▲	
Transport		234,207	181,531	(172,437)	(353,968)	(195%)	▼	\$
Economic Services		351,384	141,870	128,718	(13,152)	(9%)	▼	
Other Property and Services		33,576	6,172	4,927	(1,245)	(20%)	▼	
	4,271,619	4,271,619	3,127,806	34,618				
Expenditure from operating activities								
Governance		(733,282)	(128,876)	(134,326)	(5,450)	(4%)	▼	
General Purpose Funding		(123,625)	(19,159)	(26,887)	(7,728)	(40%)	▼	
Law, Order and Public Safety		(665,259)	(108,284)	(99,419)	8,865	8%	▲	
Health		(488,216)	(81,312)	(57,200)	24,112	30%	▲	\$
Education and Welfare		(290,574)	(48,782)	(38,840)	9,942	20%	▲	
Housing		(200,279)	(34,753)	(25,931)	8,822	25%	▲	
Community Amenities		(633,700)	(105,660)	(77,212)	28,448	27%	▲	\$
Recreation and Culture		(1,177,485)	(183,671)	(96,464)	87,207	47%	▲	\$
Transport		(2,876,369)	(481,217)	(242,178)	239,039	50%	▲	\$
Economic Services		(1,054,670)	(167,021)	(148,605)	18,416	11%	▲	\$
Other Property and Services		(45,874)	(17,446)	(142,841)	(125,395)	(719%)	▼	\$
	(8,289,331)	(8,289,331)	(1,376,181)	(1,089,902)				
Operating activities excluded from budget								
Add back Depreciation		3,152,353	525,168	0	(525,168)	(100%)	▼	\$
Adjust (Profit)/Loss on Asset Disposal	7	32,777	5,460	0	(5,460)	(100%)	▼	
Movement in Leave Reserve (Added Back)		3,557	0	0	0			
Movement in Deferred Pensioner Rates/ESL		0	0	0	0			
Movement in Employee Benefit Provisions		0	0	0	0			
Rounding Adjustments		0	0	0	0			
Movement Due to Changes in Accounting Standards		0	0	0	0			
Fair value adjustments to financial assets at fair value through profit and loss		0	0	0	0			
Loss on Asset Revaluation		0	0	0	0			
Adjustment in Fixed Assets		0	0	0	0			
	3,188,687	3,188,687	530,628	0				
Amount attributable to operating activities	(829,025)	(829,025)	2,282,253	(1,055,285)				
INVESTING ACTIVITIES								
Inflows from investing activities								
Capital Grants, Subsidies and Contributions	13	2,273,037	116,231	0	(116,231)	(100%)	▼	\$
Proceeds from Disposal of Assets	7	335,000	0	0	0			
Proceeds from financial assets at amortised cost - self supporting loans		0	0	0	0			
	2,608,037	2,608,037	116,231	0				
Outflows from investing activities								
Land Held for Resale	8	0	0	0	0			
Land and Buildings	8	(645,045)	(140,948)	0	140,948	100%	▲	\$
Plant and Equipment	8	(1,030,405)	(1,166)	(3,636)	(2,470)	(212%)	▼	
Furniture and Equipment	8	(35,000)	(31,666)	(6,750)	24,916	79%	▲	\$
Infrastructure Assets - Roads	8	(1,839,526)	(213,706)	(56,057)	157,649	74%	▲	\$
Infrastructure Assets - Drainage	8	0	0	0	0			
Infrastructure Assets - Footpaths	8	0	0	0	0			
Infrastructure Assets - Other	8	(1,217,948)	(252,302)	(171,469)	80,833	32%	▲	\$
Infrastructure Assets - Bridges	8	0	0	0	0			
Payments for financial assets at amortised cost - self supporting loans		0	0	0	0			
	(4,767,924)	(4,767,924)	(639,788)	(237,912)				
Amount attributable to investing activities	(2,159,887)	(2,159,887)	(523,557)	(237,912)				
FINANCING ACTIVITIES								
Inflows from financing activities								
Proceeds from new borrowings	9	0	0	0	0			
Transfer from Reserves	10	1,088,825	0	0	0			
Transfer from Restricted Cash - Other		0	0	0	0			
	1,088,825	1,088,825	0	0				
Outflows from financing activities								
Repayment of borrowings	9	(64,364)	(10,722)	0	10,722	100%	▲	\$
Payments for principal portion of lease liabilities	9	(31,797)	(6,138)	0	6,138	100%	▲	
Transfer to Restricted Cash - Other		0	0	0	0			
Transfer to Reserves	10	(220,000)	0	0	0			
	(316,161)	(316,161)	(16,860)	0				
Amount attributable to financing activities	772,664	772,664	(16,860)	0				
MOVEMENT IN SURPLUS OR DEFICIT								
Surplus or deficit at the start of the financial year	1	2,246,437	2,331,564	2,331,564	2,331,564	0	0%	
Amount attributable to operating activities		(829,025)	(829,025)	(1,055,285)	(3,337,538)	(146%)	▼	
Amount attributable to investing activities		(2,159,887)	(523,557)	(237,912)	285,645	(55%)	▲	
Amount attributable to financing activities		772,664	(16,860)	0	16,860	(100%)	▲	
Surplus or deficit at the end of the financial year	1	30,189	115,317	4,073,400	1,038,368	(3,035,032)	(75%)	▼

KEY INFORMATION

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

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

SHIRE OF QUAIRADING

KEY TERMS AND DESCRIPTIONS

FOR THE PERIOD ENDED 31 AUGUST 2023

NATURE DESCRIPTIONS

REVENUE

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

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS
Refer to all amounts received as grants, subsidies and contributions that are not capital grants.

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

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

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

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

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

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

EXPENSES

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

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

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)
Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

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

LOSS ON ASSET DISPOSAL
Loss on the disposal of fixed assets.

DEPRECIATION
Depreciation expense raised on all classes of assets.

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

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

SHIRE OF QUAIRADING
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023

BY NATUR

Note	Adopted Annual Budget	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var. ▲▼	Significant Var. \$
	\$	\$	\$	\$	\$	%		
OPERATING ACTIVITIES								
Revenue from operating activities								
Rates	6	2,642,443	2,642,443	2,623,958	0	(2,623,958)	(100%) ▼	\$
Grants, Subsidies and Contributions	12	437,716	437,716	210,939	(139,021)	(349,960)	(166%) ▼	\$
Fees and Charges		616,835	616,835	100,370	50,891	(49,479)	(49%) ▼	\$
Service Charges		0	0	0	0	0		
Interest Revenue		118,855	118,855	19,794	3,988	(15,806)	(80%) ▼	\$
Other Revenue		413,189	413,189	165,651	118,760	(46,891)	(28%) ▼	\$
Profit on Disposal of Assets	7	42,582	42,582	7,094	0	(7,094)	(100%) ▼	
Gain FV Valuation of Assets		0	0	0	0	0		
		4,271,619	4,271,619	3,127,806	34,618			
Expenditure from operating activities								
Employee Costs		(2,269,697)	(2,269,697)	(370,862)	(454,953)	(84,091)	(23%) ▼	\$
Materials and Contracts		(2,175,621)	(2,175,621)	(355,371)	(579,270)	(223,899)	(63%) ▼	\$
Utility Charges		(268,450)	(268,450)	(44,604)	(32,718)	11,886	27% ▲	\$
Depreciation		(3,152,353)	(3,152,353)	(525,168)	0	525,168	100% ▲	\$
Finance Costs		(13,248)	(13,248)	(2,202)	1,417	3,619	164% ▲	
Insurance Expenses		(199,849)	(199,849)	(49,944)	(14,405)	35,539	71% ▲	\$
Other Expenditure		(134,755)	(134,755)	(15,476)	(9,973)	5,503	36% ▲	
Loss on Disposal of Assets	7	(75,359)	(75,359)	(12,554)	0	12,554	100% ▲	\$
Loss FV Valuation of Assets		0	0	0	0	0		
		(8,289,331)	(8,289,331)	(1,376,181)	(1,089,902)			
Operating activities excluded from budget								
Add back Depreciation		3,152,353	3,152,353	525,168	0	(525,168)	(100%) ▼	\$
Adjust (Profit)/Loss on Asset Disposal	7	32,777	32,777	5,460	0	(5,460)	(100%) ▼	
Movement in Leave Reserve (Added Back)		3,557	3,557	0	0	0		
Movement in Deferred Pensioner Rates/ESL		0	0	0	0	0		
Movement in Employee Benefit Provisions		0	0	0	0	0		
Rounding Adjustments		0	0	0	0	0		
Movement Due to Changes in Accounting Standards		0	0	0	0	0		
Fair value adjustments to financial assets at fair value through profit and loss		0	0	0	0	0		
Loss on Asset Revaluation		0	0	0	0	0		
Adjustment in Fixed Assets		0	0	0	0	0		
		3,188,687	3,188,687	530,628	0			
Amount attributable to operating activities		(829,025)	(829,026)	2,282,253	(1,055,285)			
INVESTING ACTIVITIES								
Inflows from investing activities								
Capital Grants, Subsidies and Contributions	13	2,273,037	2,273,037	116,231	0	(116,231)	(100%) ▼	\$
Proceeds from Disposal of Assets	7	335,000	335,000	0	0	0		
Proceeds from financial assets at amortised cost - self supporting loans	9	0	0	0	0	0		
		2,608,037	2,608,037	116,231	0			
Outflows from investing activities								
Land Held for Resale	8	0	0	0	0	0		
Land and Buildings	8	(645,045)	(645,045)	(140,948)	0	140,948	100% ▲	\$
Plant and Equipment	8	(1,030,405)	(1,030,405)	(1,166)	(3,636)	(2,470)	(212%) ▼	
Furniture and Equipment	8	(35,000)	(35,000)	(31,666)	(6,750)	24,916	79% ▲	\$
Infrastructure Assets - Roads	8	(1,839,526)	(1,839,526)	(213,706)	(56,057)	157,649	74% ▲	\$
Infrastructure Assets - Drainage	8	0	0	0	0	0		
Infrastructure Assets - Footpaths	8	0	0	0	0	0		
Infrastructure Assets - Other	8	(1,217,948)	(1,217,948)	(252,302)	(171,469)	80,833	32% ▲	\$
Infrastructure Assets - Bridges	8	0	0	0	0	0		
Payments for financial assets at amortised cost - self supporting loans		0	0	0	0	0		
		(4,767,924)	(4,767,924)	(639,788)	(237,912)			
Amount attributable to investing activities		(2,159,887)	(2,159,887)	(523,557)	(237,912)			
FINANCING ACTIVITIES								
Inflows from financing activities								
Proceeds from new borrowings		0	0	0	0	0		
Transfer from Reserves	10	1,088,825	1,088,825	0	0	0		
Transfer from Restricted Cash - Other		0	0	0	0	0		
		1,088,825	1,088,825	0	0			
Outflows from financing activities								
Repayment of borrowings	9	(64,364)	(64,364)	(10,722)	0	10,722	100% ▲	\$
Payments for principal portion of lease liabilities	9	(31,797)	(31,797)	(6,138)	0	6,138	100% ▲	
Transfer to Restricted Cash - Other		0	0	0	0	0		
Transfer to Reserves	10	(220,000)	(220,000)	0	0	0		
		(316,161)	(316,161)	(16,860)	0			
Amount attributable to financing activities		772,664	772,664	(16,860)	0			
MOVEMENT IN SURPLUS OR DEFICIT								
Surplus or deficit at the start of the financial year	1	2,246,437	2,331,564	2,331,564	2,331,564	0	0%	
Amount attributable to operating activities		(829,025)	(829,026)	2,282,253	(1,055,285)			
Amount attributable to investing activities		(2,159,887)	(2,159,887)	(523,557)	(237,912)			
Amount attributable to financing activities		772,664	772,664	(16,860)	0			
Surplus or deficit at the end of the financial year	1	30,189	115,316	4,073,400	1,038,368			

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

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

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

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

**SHIRE OF QUAIRADING
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 31 AUGUST 2023**

	30 June 2023	31 August 2023
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	6,755,895	5,192,456
Trade and other receivables	614,380	399,758
Other financial assets	902	902
Inventories	418,101	427,291
Contract assets	837,395	837,395
Other assets	4,431	4,431
TOTAL CURRENT ASSETS	8,631,105	6,862,234
NON-CURRENT ASSETS		
Trade and other receivables	30,631	30,631
Other financial assets	81,490	81,490
Inventories	345,420	345,420
Property, plant and equipment	23,720,277	23,730,663
Infrastructure	100,177,609	100,405,135
Right-of-use assets	23,588	23,588
TOTAL NON-CURRENT ASSETS	124,379,015	124,616,926
TOTAL ASSETS	133,010,119	131,479,160
CURRENT LIABILITIES		
Trade and other payables	1,213,050	771,789
Other liabilities	511,526	477,112
Lease liabilities	11,453	11,453
Employee related provisions	246,085	246,085
TOTAL CURRENT LIABILITIES	2,048,220	1,572,545
NON-CURRENT LIABILITIES		
Lease liabilities	9,437	9,437
Borrowings	277,618	277,618
Employee related provisions	20,291	20,291
TOTAL NON-CURRENT LIABILITIES	307,346	307,346
TOTAL LIABILITIES	2,355,566	1,879,891
NET ASSETS	130,654,554	129,599,269
EQUITY		
Retained surplus	42,918,807	41,863,523
Reserve accounts	4,093,439	4,093,439
Revaluation surplus	83,642,307	83,642,307
TOTAL EQUITY	130,654,554	129,599,269

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

SHIRE OF QUAIRADING

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023

OPERATING ACTIVITIES
NOTE 1
ADJUSTED NET CURRENT ASSETS

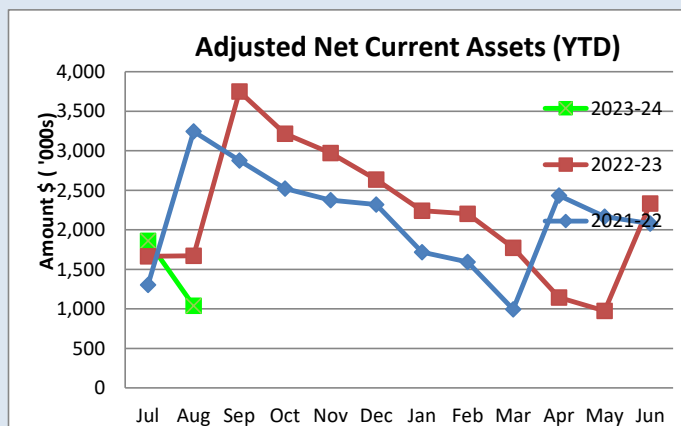
Adjusted Net Current Assets	Note	Last Years Closing 30/06/2023	This Time Last Year 31/08/2022	Year to Date Actual 31/08/2023
		\$	\$	\$
Current Assets				
Cash Unrestricted	2	2,662,456	1,998,744	1,099,017
Cash Restricted - Reserves	2	4,093,439	3,598,742	4,093,439
Cash Restricted - Bonds & Deposits	2	0	0	0
Receivables - Rates	0	252,260	166,772	193,040
Receivables - Other	3	362,119	252,477	206,718
Other Financial Assets	3	902	1,787	902
Other Assets Other Than Inventories	4	841,826	187,708	841,826
Inventories	4	12,261	4,936	21,451
		<u>8,225,265</u>	<u>6,211,165</u>	<u>6,456,394</u>
Less: Current Liabilities				
Payables	5	(1,116,548)	(288,221)	(605,938)
Contract Liabilities	11	(511,526)	(470,307)	(477,112)
Bonds & Deposits	14	(96,502)	(99,958)	(165,852)
Loan Liability	9	(66,106)	(66,151)	(66,106)
Lease Liability	9	(11,453)	(34,629)	(11,453)
Provisions	11	(246,085)	(246,085)	(246,085)
		<u>(2,048,220)</u>	<u>(1,205,351)</u>	<u>(1,572,545)</u>
Less: Cash Reserves	10	(4,093,439)	(3,598,742)	(4,093,439)
Add Back: Component of Leave Liability not Required to be funded		171,302	166,825	171,302
Add Back: Loan Liability		66,106	66,151	66,106
Add Back: Lease Liability		11,453	34,629	11,453
Less: Loan Receivable - clubs/institutions		(902)	(1,787)	(902)
Net Current Funding Position		2,331,564	1,672,889	1,038,368

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)
\$1.04 M
Last Year YTD
Surplus(Deficit)
\$1.67 M

SHIRE OF QUAIRADING

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023

OPERATING ACTIVITIES
NOTE 2
CASH AND FINANCIAL ASSETS

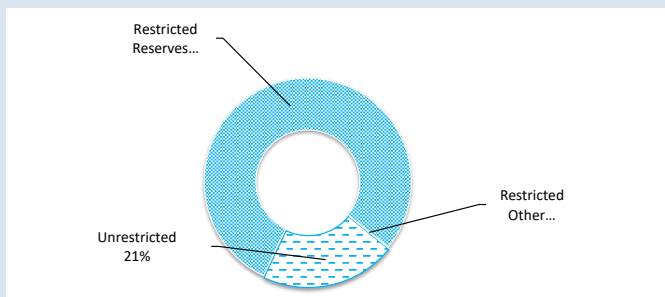
	Unrestricted	Restricted Reserves	Restricted Muni	Total Amount	Institution	Interest Rate	Maturity Date
	\$	\$	\$	\$			
Cash on Hand							
Cash on Hand - Admin	1,300			1,300	Cash on Hand	Nil	On Hand
Petty Cash - Container Deposit Scheme	(371)			(371)	Cash on Hand	Nil	On Hand
At Call Deposits							
Municipal Cash at Bank	1,064,061			1,064,061	Westpac		Ongoing
Municipal Investment Cash at Bank	0			0	Westpac	0.01%	Ongoing
Medical Practice Cash at Bank	34,028			34,028	Westpac		Ongoing
Reserve Cash at Bank		464,816		464,816	Westpac	0.01%	Ongoing
Trust Cash at Bank			0	0	Westpac		Ongoing
Term Deposits							
Municipal - Term Deposit Investment 1	0			0	Westpac	0.00%	
Municipal - Term Deposit Investment 2	0			0	Westpac	0.00%	
Reserve - Term Deposit Investment 1		987,642		987,642	Westpac	4.54%	4/07/2023
Reserve - Term Deposit Investment 2		642,466		642,466	Westpac	1.25%	30/06/2023
Reserve - Term Deposit Investment 3		1,065,169		1,065,169	Westpac	3.88%	12/07/2023
Reserve - Term Deposit Investment 4		933,345		933,345	Westpac	1.25%	30/06/2023
		0		0			
		0		0			
Investments							
Total	1,099,017	4,093,439	0	5,192,456			

SIGNIFICANT ACCOUNTING POLICIES

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

KEY INFORMATION

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



Total Cash	Restricted
\$5.19 M	\$4.09 M

SHIRE OF QUAIRADING
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 31 AUGUST 2023

OPERATING ACTIVITIES
 NOTE 3
 RECEIVABLES

Receivables - Rates & Rubbish	30 June 2023	31 Aug 23
	\$	\$
Opening Arrears Previous Years	206,403	282,891
Levied this year	2,612,016	0
Less Collections to date	(2,535,528)	(59,220)
Equals Current Outstanding	282,891	223,671
	282,891	223,671
% Collected	89.96%	20.93%

Receivables - General	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$
Receivables - General	(169,266)	113,432	48,160	(11,439)	(19,113)
Percentage	886%	-593%	-252%	60%	
Balance per Trial Balance					
Sundry Debtors					(19,113)
Receivables - Other					225,831
Total Receivables General Outstanding					206,718

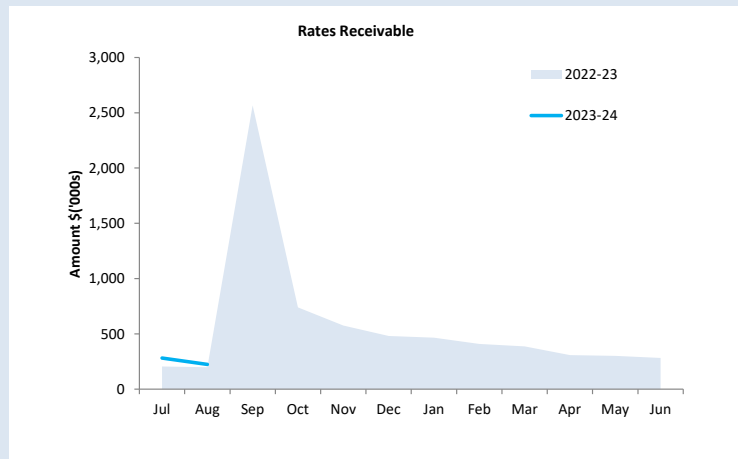
Amounts shown above include GST (where applicable)

KEY INFORMATION

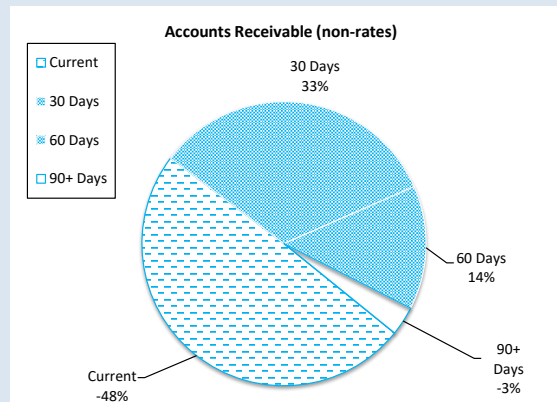
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

SIGNIFICANT ACCOUNTING POLICIES

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



Collected	Rates Due
21%	\$223,671



Debtors Due
\$206,718
Over 30 Days
-786%
Over 90 Days
60%

SHIRE OF QUAIRADING
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 31 AUGUST 2023

OPERATING ACTIVITIES
 NOTE 4
 OTHER CURRENT ASSETS

	Opening Balance 1 Jul 2023	Asset Increase	Asset Reduction	Closing Balance 31 Aug 2023
Other Current Assets	\$	\$	\$	\$
Other Financial Assets at Amortised Cost				
Financial assets at amortised cost - self supporting loans	902	0	0	902
Inventory				
Fuel, Visitor and Rec Centres stock on hand	12,261	9,190	0	21,451
Accrued income and prepayments				
Accrued income and prepayments	4,431	0	0	4,431
Contract assets				
Contract assets	837,395	0	0	837,395
Total Other Current assets				1,270,020

Amounts shown above include GST (where applicable)

KEY INFORMATION

Other financial assets at amortised cost

The Shire classifies financial assets at amortised cost if both of the following criteria are met:
 - the asset is held within a business model whose objective is to collect the contractual cashflows, and
 - the contractual terms give rise to cash flows that are solely payments of principal and interest.

Inventory

Inventories are measured at the lower of cost and net realisable value.
 Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

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

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

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

CONTRACT ASSETS

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

**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023**

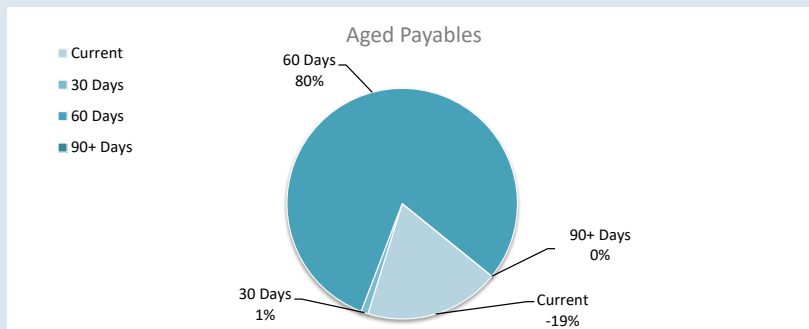
**OPERATING ACTIVITIES
NOTE 5
Payables**

Payables - General	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$
Payables (Sundry Creditors) - General	(101,469)	5,342	428,132	0	332,005
Percentage	-30.6%	1.6%	129%	0%	
Balance per Trial Balance					
Sundry creditors - General					332,005
Other creditors					(71,805)
Accruals/Income in Advance					780
ATO liabilities					285,433
Other accruals/payables					59,524
Total Payables General Outstanding					605,938

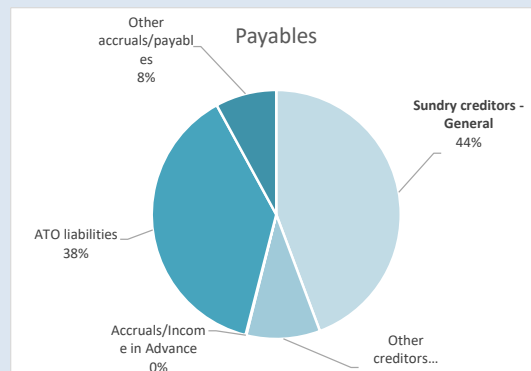
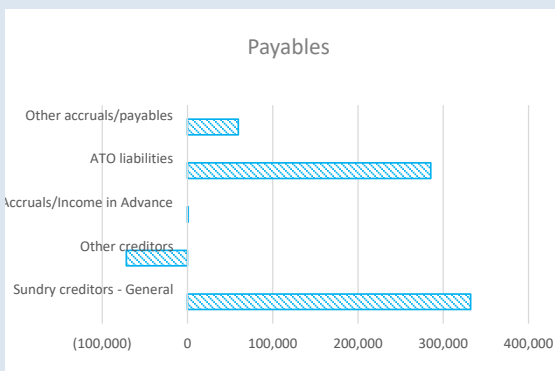
Amounts shown above include GST (where applicable)

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
\$605,938
Over 30 Days
131%
Over 90 Days
0%



SHIRE OF QUAIRADING
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 31 AUGUST 2023

OPERATING ACTIVITIES
 NOTE 6
 RATE REVENUE

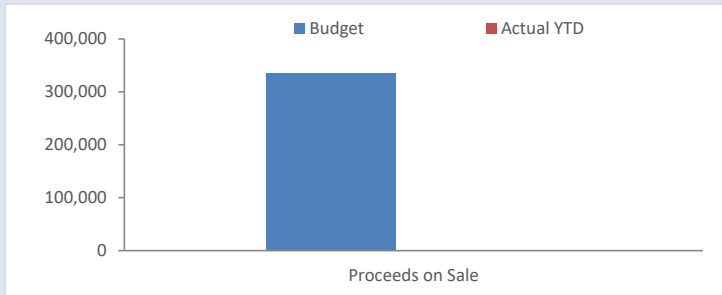
RATE TYPE	Budget							YTD Actual			
	Rate in	Number of Properties	Rateable Value	Rate Revenue	Interim Rate	Back Rate	Total Revenue	Rate Revenue	Interim Rates	Back Rates	Total Revenue
	\$			\$	\$	\$	\$	\$	\$	\$	\$
General Rate											
Gross rental valuations											
GRV - Residential	0.153020	316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

**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023**

**OPERATING ACTIVITIES
NOTE 7
DISPOSAL OF ASSETS**

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

KEY INFORMATION



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

SHIRE OF QUAIRADING

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD ENDED 31 AUGUST 2023

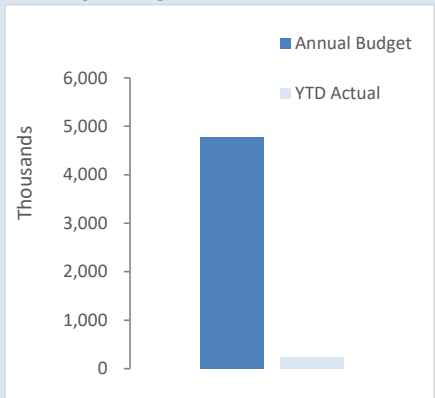
INVESTING ACTIVITIES
NOTE 8
CAPITAL ACQUISITIONS

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	645,045	140,948	645,045	0	(140,948)
Plant and Equipment	1,030,405	1,166	1,030,405	3,636	2,470
Furniture and Equipment	35,000	31,666	35,000	6,750	(24,916)
Infrastructure Assets - Roads	1,839,526	213,706	1,839,526	56,057	(157,649)
Infrastructure Assets - Footpaths	0	0	0	0	0
Infrastructure Assets - Other	1,217,948	252,302	1,217,948	171,469	(80,833)
Capital Expenditure Totals	4,767,924	639,788	4,767,924	237,912	(401,876)
Capital acquisitions funded by:					
	\$	\$	\$	\$	\$
Capital Grants and Contributions	2,273,037	116,231	2,273,037	0	(116,231)
Borrowings	0	0	0	0	0
Other (Disposals & C/Fwd)	335,000	0	335,000	0	0
Council contribution - Cash Backed Reserves					
Various Reserves	1,088,825	0	1,088,825	0	0
Council contribution - operations	1,071,062	523,557	1,071,062	237,912	(285,645)
Capital Funding Total	4,767,924	639,788	4,767,924	237,912	(401,876)

SIGNIFICANT ACCOUNTING POLICIES

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

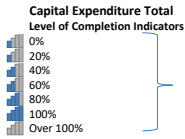
KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	\$4.77 M	\$.24 M	5%
Capital Grant	Annual Budget	YTD Actual	% Received
	\$2.27 M	\$. M	0%

**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023**

**INVESTING ACTIVITIES
NOTE 8
CAPITAL ACQUISITIONS**



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

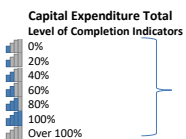
% of
Completion

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

	Account Number	Balance Sheet Category	Job Number	Adopted	Amended	YTD Budget	Total YTD	Variance (Under)/Over
				Annual Budget	Annual Budget			
Assets								
				\$	\$	\$	\$	\$
Buildings								
Health								
0.00	Arthur Kelly Village - Common Area - Building (Capital)	4070712	514	BC7702	(10,000)	(10,000)	0	0
	Total - Health				(10,000)	(10,000)	0	0
Education & Welfare								
0.00	Arthur Kelly Village - Common Area - Building (Capital)	4080614	514	BC8600	(51,750)	(51,750)	(8,618)	8,618
0.00	Daycare Centre - Building (Capital)	4080312	514	BC8301	(11,000)	(11,000)	(3,664)	3,664
0.00	Frail Aged Lodge (Parker House) - Building (Capital)	4080612	514	BC8610	(33,400)	(33,400)	(5,560)	5,560
	Total - Education & Welfare				(96,150)	(96,150)	(17,842)	17,842
Housing								
0.00	1 (Lot 325) Edwards Way - Building (Capital)	4090114	514	BC9114	(350,000)	(350,000)	(58,310)	58,310
0.00	Doctor's Residence - Building (Capital)	4090212	512	BC9211	(10,000)	(10,000)	(1,666)	1,666
0.00	7 Edwards Way - Police House - Building (Capital)	4090214	514	BC9208	(8,000)	(8,000)	(1,332)	1,332
	Total - Housing				(368,000)	(368,000)	(61,308)	61,308
Community Amenities								
0.00	Recycling Centre - Building (Capital)	4100112	512	BC10102	(10,650)	(10,650)	(1,774)	1,774
	Total - Community Amenities				(10,650)	(10,650)	(1,774)	1,774
Recreation And Culture								
0.00	Swimming Pool Plant Room - Building (Capital)	4110212	512	BC11205	(50,000)	(50,000)	(16,660)	16,660
0.00	Museum Upgrade	4110612	512	BC11601	(15,000)	(15,000)	(2,498)	2,498
0.00	Balkuling School	4110712	512	BC11703	(25,000)	(25,000)	(4,164)	4,164
	Total - Recreation And Culture				(90,000)	(90,000)	(23,322)	23,322
Economic Services								
0.00	Caravan Park Toilets & Ablutions - Building (Capital)	4130212	512	BC13244	(20,245)	(20,245)	(3,372)	3,372
	Total - Economic Services				(20,245)	(20,245)	(3,372)	3,372
Other Property & Services								
0.00	Administration Building - Building (Capital)	4140212	512	BC14201	(50,000)	(50,000)	(33,330)	33,330
	Total - Other Property & Services				(50,000)	(50,000)	(33,330)	33,330
	Total - Buildings				(645,045)	(645,045)	(140,948)	140,948
Plant & Equipment								
Transport								
0.00	Works Supervisors Vehicle	4120330	530	PE12301	(70,000)	(70,000)	0	0
0.00	UD Auto Truck	4120330	530	PE12303	(292,702)	(292,702)	0	0
0.18	Sportsground Mower	4120330	530	PE12308	(20,000)	(20,000)	0	(3,636)
0.00	Haydraulic Tip Trailer	4120330	530	PE12310	(10,000)	(10,000)	0	0
0.00	Smooth Drum Vibe Roller 14.3T	4120330	530	PE12311	(190,000)	(190,000)	0	0
0.00	Mazda BTSO Ute	4120330	530	PE12312	(70,000)	(70,000)	0	0
0.00	Mazda BTSO Ute	4120330	530	PE12313	(70,000)	(70,000)	0	0
0.00	Bobcat Attachment - Trencher	4120330	530	PE12314	(8,000)	(8,000)	0	0
0.00	Bobcat Attachment - Angle Road Broom	4120330	530	PE12315	(7,000)	(7,000)	(1,166)	1,166
0.00	6 Wheel Tip Truck	4120330	530	PE12317	(292,702)	(292,702)	0	0
	Total - Transport				(1,030,405)	(1,030,405)	(1,166)	(3,636)
	Total - Plant & Equipment				(1,030,405)	(1,030,405)	(1,166)	(3,636)
Furniture & Equipment								
Other Health								
0.08	Strengthening Medicare Grant Funded Expenditure	4070720	520	OH7701	(25,000)	(25,000)	(2,095)	22,905
	Total - Other Health				(25,000)	(25,000)	(2,095)	22,905
Other Property & Services								
0.47	Administration Office Furniture Upgrade	4140220	520	FE14201	(10,000)	(10,000)	(6,666)	2,011
	Total - Other Property & Services				(10,000)	(10,000)	(6,666)	2,011
	Total - Furniture & Equipment				(35,000)	(35,000)	(31,666)	24,916
Infrastructure - Roads								
Transport								
0.00	Old Beverley West Road (R2R)	4120146	540	R2R007	(108,163)	(108,163)	0	0
1.00	Balkuling North Road (R2R)	4120146	540	R2R017	0	0	(7,665)	(7,665)
0.00	Stockpool Road (R2R)	4120146	540	R2R106	(128,253)	(128,253)	0	0
0.01	Badjalang North Road (R2R)	4120145	540	R2R014	(139,734)	(139,734)	0	(1,914)
0.00	RRG - Quairading - Corrigin Road (Capital) 21/22 SLK 5.92 - 9.3	4120149	540	RRG166	(37,959)	(37,959)	(6,322)	6,322
0.35	RRG - Quairading - Corrigin Road (Capital) 22/23 SLK 2.92 - 5.92	4120149	540	RRG166A	(62,780)	(62,780)	(10,458)	(11,275)
0.04	RRG - Quairading - Corrigin Road (Capital) 23/24 SLK 20.47 - 23.02	4120149	540	RRG166B	(690,086)	(690,086)	(114,962)	90,217
0.00	Dangin - Mears Road - WSNF Expenditure	4120162	540	WSF010	(359,398)	(359,398)	(59,874)	59,874

**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023**

**INVESTING ACTIVITIES
NOTE 8
CAPITAL ACQUISITIONS**



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

% of
Completion

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

	Account Number	Balance Sheet		Job Number	Adopted			Amended		Variance (Under)/Over
		Category	Sheet		Annual Budget	Annual Budget	YTD Budget	Total YTD		
Assets										
0.00					\$	\$	\$	\$	\$	\$
0.00	Dangin - Mears Road - WSN Development Expenditure	4120162	540	WSF010D	(132,600)	(132,600)	(22,090)	0	22,090	
0.00	Drainage Construction General (Budgeting Only)	4120165	540	DC000	(85,675)	(85,675)	0	0	0	
0.00	Minchin Road - Drainage Capital	4120166	540	DC063	(31,626)	(31,626)	0	0	0	
0.00	Punch Road - Drainage Capital	4120166	540	DC143	(31,626)	(31,626)	0	0	0	
0.00	Squiers Road - Drainage Capital	4120166	540	DC176	(31,626)	(31,626)	0	0	0	
	Total - Transport				(1,839,526)	(1,839,526)	(213,706)	(56,057)	157,649	
0.03	Total - Infrastructure - Roads				(1,839,526)	(1,839,526)	(213,706)	(56,057)	157,649	
Infrastructure - Other										
Law, Order & Public Safety										
0.00	Caroling Water Tank - Fire Water	4050790	590	EM5701	(16,877)	(16,877)	0	0	0	
	Total - Law, Order & Public Safety				(16,877)	(16,877)	0	0	0	
Community Amenities										
0.00	Cemetery Upgrade (Capital)	4100790	590	OC10703	(28,613)	(28,613)	(4,766)	0	4,766	
0.00	Electric Car Charging Station (Capital)	4100790	590	OC10704	(16,145)	(16,145)	(5,378)	0	5,378	
	Total - Community Amenities				(44,758)	(44,758)	(10,144)	0	10,144	
Recreation And Culture										
0.05	Construction Hall Carpark LRCI Funded Expenditure	4110190	590	OC11101	(359,693)	(359,693)	(59,922)	(18,660)	41,262	
0.00	Greater Sports Ground (GSG) - Netball/Basketball Courts (Capital)	4110390	590	OC11335	(393,347)	(393,347)	(65,528)	0	65,528	
0.48	Community Park - LRCI Funded Expenditure	4110390	590	LRC11322	(320,273)	(320,273)	(106,712)	(152,809)	(46,097)	
0.00	New Park Kwirradang Koort	4110390	590	PC11323	(30,000)	(30,000)	(4,998)	0	4,998	
0.00	OTH CUL - Infrastructure Other (Capital)	4110790	590		(30,000)	(30,000)	(4,998)	0	4,998	
	Total - Recreation And Culture				(1,133,313)	(1,133,313)	(242,158)	(171,469)	70,689	
Economic Services										
0.00	Standpipe Controller 1	4130890	590	OC13801	(23,000)	(23,000)	0	0	0	
	Total - Economic Services				(23,000)	(23,000)	0	0	0	
0.14	Total - Infrastructure - Other				(1,217,948)	(1,217,948)	(252,302)	(171,469)	80,833	
0.05	Grand Total				(4,767,924)	(4,767,924)	(639,788)	(237,912)	401,876	

Summary by Balance Sheet Category

Land Held For Resale (Current)	340	0	0	0	0	0	0	0	0
Land Held For Resale (Non Current)	507	0	0	0	0	0	0	0	0
Land - Freehold	508	0	0	0	0	0	0	0	0
Buildings - Specialised	512	(180,895)	(180,895)	(63,464)	0	63,464			
Buildings - Non Specialised	514	(464,150)	(464,150)	(77,484)	0	77,484			
Furniture & Equipment	520	(35,000)	(35,000)	(31,666)	(6,750)	24,916			
Plant & Equipment	530	(1,030,405)	(1,030,405)	(1,166)	(3,636)	(2,470)			
Infrastructure - Roads	540	(1,839,526)	(1,839,526)	(213,706)	(56,057)	157,649			
Infrastructure - Footpaths & Cycleways	560	0	0	0	0	0			
Infrastructure - Other	590	(1,217,948)	(1,217,948)	(252,302)	(171,469)	80,833			
		(4,767,924)	(4,767,924)	(639,788)	(237,912)	401,876			

SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023

FINANCING ACTIVITIES
NOTE 9
LOAN DEBENTURE BORROWINGS AND FINANCING

(a) Information on Loan Debenture Borrowings

Particulars/Purpose	01 Jul 2023	New Loans			Principal Repayments			Principal Outstanding			Interest & Guarantee Fee Repayments		
		Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget
Transport		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Loan 118 - Depot Building	243,727	0	0	0	0	49,813	49,813	243,727	193,914	193,914	-946	10,647	10,647
Loan 119 - Park Cottages	99,996	0	0	0	0	14,551	14,551	99,996	85,445	85,445	-471	2,431	2,431
	343,723	0	0	0	0	64,364	64,364	343,723	279,359	279,359	-1,417	13,078	13,078
Total	343,723	0	0	0	0	64,364	64,364	343,723	279,359	279,359	-1,416.82	13,082	13,082
Current loan borrowings	66,106							66,106					
Non-current loan borrowings	277,618							277,618					
	343,723							343,723					

All debenture repayments were financed by general purpose revenue.

(b) Information on Financing

Particulars/Purpose	01 Jul 2023	New Financing			Lease Financing Principal Repayments			Lease Financing Principal Outstanding			Lease Financing Interest Repayments		
		Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget	Actual	Amended Budget	Adopted Budget
Law, Order & Public Safety		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Lease 2 - CESM Vehicle	17,555	0	0	0	0	17,555	17,555	17,555	(0)	-0	0	72	72
Economic Services													
Lease 4 - Skeleton Weed Vehicle	0	0	0	0	0	10,513	10,513	0	(10,513)	(10,513)	0	0	0
Other Property & Services													
Lease 3 - Canon Photocopier	3,335	0	0	0	0	3,729	3,729	3,335	(394)	(394)	0	93	93
	20,889	0	0	0	0	31,797	31,797	20,889	(10,907)	(10,907)	0	165	165
Total	20,889	0	0	0	0	31,797	31,797	20,889	(10,907)	(10,907)	0	165	165
Current financing borrowings	11,453							11,453					
Non-current financing borrowings	9,437							9,437					
	20,889							20,889					

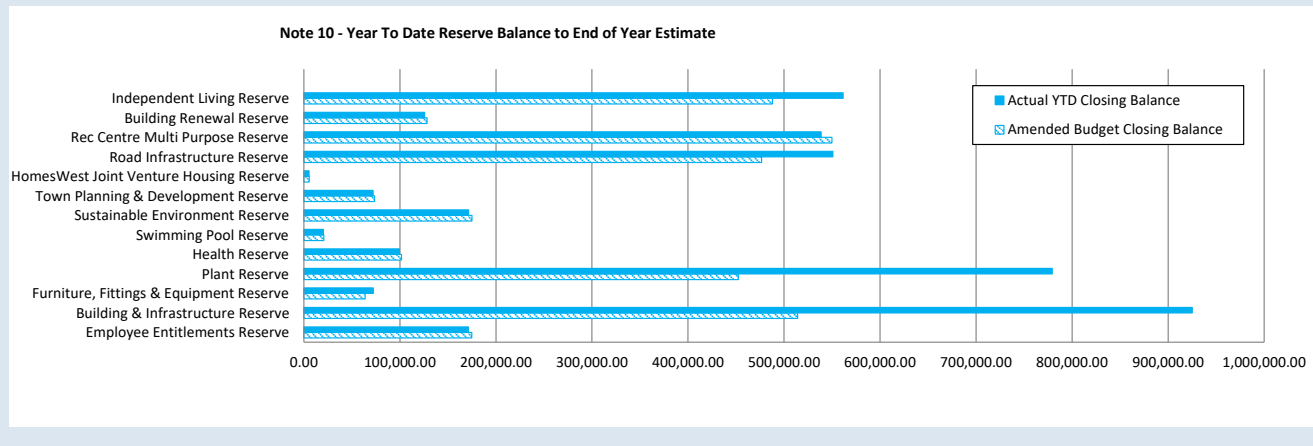
SHIRE OF QUAIRADING
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 31 AUGUST 2023

OPERATING ACTIVITIES
 NOTE 10
 CASH BACKED RESEVES

Cash Backed Reserve

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

KEY INFORMATION



**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023**

**OPERATING ACTIVITIES
NOTE 11
OTHER CURRENT LIABILITIES**

Other Current Liabilities	Note	Opening Balance 1 Jul 2023	Liability Increase	Liability Reduction	Closing Balance 31 Aug 2023
		\$	\$	\$	\$
Other Liabilities					
- Contract Liabilities	12	37,618	0	(34,414)	3,204
- Capital Grant/Contribution Liabilities	13	473,908	0	0	473,908
Total Other liabilities		511,526	0	(34,414)	477,112
Less non-current unspent grants, contributions and reimbursements		0	0	0	0
Total current unspent grants, contributions and reimbursements		511,526	0	(34,414)	477,112
Employee Related Provisions					
Annual leave		141,148	0	0	141,148
Long service leave		104,938	0	0	104,938
Total Provisions		246,085	0	0	246,085
Total Other Current Liabilities					723,198

Amounts shown above include GST (where applicable)

KEY INFORMATION

PROVISIONS

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

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

EMPLOYEE BENEFITS

Short-term employee benefits

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

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

Other long-term employee benefits

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

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

CONTRACT LIABILITIES

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

**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023**

NOTE 12

GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Grant, Subsidies and Contributions Liability					Grants, Subsidies and Contributions Revenue			
	Liability 1 Jul 2023	Increase in Liability	Liability Reduction (As revenue)	Liability 31 Aug 2023	Current Liability 31 Aug 2023	Adopted Budget Revenue	Amended Annual Budget	Amended YTD Budget	YTD Actual Revenue
	\$	\$	\$	\$	\$	\$	\$	\$	\$
General purpose funding									
Grants Commission - General/Roads (WALGGC)	0	0	0	0	0	63,036	63,036	0	0
Grants Commission - Roads (WALGGC)	0	0	0	0	0	35,204	35,204	0	0
Law, order, public safety									
DFES Grant - Operating Bush Fire Brigade	0	0	0	0	0	51,810	51,810	0	0
Mitigation Activity Fund Grant Program	33,292	0	(33,292)	0	0	66,585	66,585	11,092	33,292
Bushfire Volunteers Grant Program	0	0	0	0	0	0	0	0	0
Health									
Strengthening Medicare Grant	0	0	0	0	0	25,000	25,000	25,000	0
Education and welfare									
Youth Week Grant	1,257	0	0	1,257	1,257	0	0	0	0
Recreation and culture									
Grant - Toddler Learn to Swim	0	0	0	0	0	2,000	2,000	0	0
NADC National Australia Day Grant	1,352	0	0	1,352	1,352	0	0	0	0
NAIDOC Week Grant	1,239	0	(1,122)	117	117	1,350	1,350	0	1,122
Volunteering WA Grant	477	0	0	477	477	0	0	0	0
Transport									
Direct Grant (MRWA)	0	0	0	0	0	171,105	171,105	171,105	(174,575)
	37,618	0	(34,414)	3,204	3,204	431,090	431,090	209,695	(140,161)
Contributions									
Education and welfare									
Quairading Rotary Annual Contribution	0	0	0	0	0	250	250	40	0
Recreation and culture									
Rainmakers Contribution to El Toro (error)	0	0	0	0	0	500	500	0	0
Other property and services									
Admin staff contributions to vehicle running costs	0	0	0	0	0	5,876	5,876	978	1,140
	0	0	0	0	0	6,626	6,626	1,018	1,140
TOTALS	37,618	0	(34,414)	3,204	3,204	437,716	437,716	210,713	(139,021)

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**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023**

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

Provider	Capital Grants, Subsidies and Contributions Liability					Capital Grants, Subsidies and Contributions Revenue			
	Liability 1 Jul 2023	Increase in Liability	Liability Reduction (As revenue)	Liability 31 Aug 2023	Current Liability 31 Aug 2023	Adopted Budget Revenue	Amended Annual Budget	Amended YTD Budget	YTD Actual Revenue
	\$	\$	\$	\$	\$	\$	\$	\$	\$
South Caroling Water Tank	0	0	0	0	0	8,439	8,439	0	0
Electric Car Charging Station (Capital)	0	0	0	0	0	6,926	6,926	1,152	0
Recreation and culture									
LRCI Grant Phase 3 - Construction Hall Carpark	0	0	0	0	0	359,693	359,693	0	0
LRCI Grant Phase 4 - Greater Sports Ground - Multi Use Courts	0	0	0	0	0	393,347	393,347	0	0
Lotterywest Grant - Community Park	178,597	0	0	178,597	178,597	0	0	0	0
Transport									
R2R Grant - Old Beverley West Road (R2R)	0	0	0	0	0	108,163	108,163	0	0
R2R Grant - Badjaling North Road (R2R)	0	0	0	0	0	120,114	120,114	0	0
R2R Grant - Stockpool Road (R2R)	0	0	0	0	0	128,253	128,253	0	0
R2R Grant - Pantapin South Road (R2R)	0	0	0	0	0	0	0	0	0
R2R Grant - Quairading Corrigin Road (R2R)	0	0	0	0	0	0	0	0	0
RRG Grant - Quairading - Corrigin Road 21/22	0	0	0	0	0	74,639	74,639	0	0
RRG Grant - Quairading - Corrigin Road 22/23	0	0	0	0	0	79,891	79,891	0	0
RRG Grant - Quairading - Corrigin Road 23/24	0	0	0	0	0	460,028	460,028	0	0
WSFN Grant - Dangin - Mears Road	183,767	0	0	183,767	183,767	336,558	336,558	84,139	0
WSFN Grant - Dangin - Mears Development Funds	0	0	0	0	0	123,760	123,760	30,940	0
	473,908	0	0	473,908	473,908	2,199,810	2,199,810	116,231	0
Capital Contributions									
Community amenities									
Rural Youth Contribution - Community Park	0	0	0	0	0	73,227	73,227	0	0
	0	0	0	0	0	73,227	73,227	0	0
Total capital grants, subsidies and contributions	473,908	0	0	473,908	473,908	2,273,037	2,273,037	116,231	0

**SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023**

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

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

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

Description	Opening Balance 01 Jul 2023	Amount Received	Amount Paid	Closing Balance 31 Aug 2023
		\$	\$	
				\$
Restricted Cash - Bonds and Deposits				
Building Services Levy (BSL)	1,087.98	0.00	0.00	1,087.98
Construction Training Fund (CTF)	491.75	0.00	0.00	491.75
Councillor Nomination Fee	0.00	0.00	0.00	0.00
Key, Hall & Equipment Bonds	5,166.00	4,520.00	(2,775.00)	6,911.00
Unclaimed Monies	1,152.50	0.00	0.00	1,152.50
Department of Transport Licensing TransWA	3,014.31	76,679.75	(10,402.90)	69,291.16
Other Bonds & Deposits	0.00	0.00	0.00	0.00
Caravan Park Cabin Bonds	83,064.17	650.00	0.00	83,714.17
Community Bus Bonds	0.00	0.00	0.00	0.00
Rental Bonds	291.30	400.00	(150.00)	541.30
Animal Trap Bonds	2,228.00	0.00	0.00	2,228.00
	0.00	0.00	0.00	0.00
Sub-Total	96,496.01	82,249.75	(13,327.90)	165,417.86
Trust Funds				
Nil	0.00	0.00	0.00	0.00
Sub-Total	0.00	0.00	0.00	0.00
	96,496.01	82,249.75	(13,327.90)	165,417.86

KEY INFORMATION

SHIRE OF QUAIRADING

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023

NOTE 15

EXPLANATION OF SIGNIFICANT VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially.

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

Favourable Variance. ▲
Unfavourable Variance. ▼

Community Amenities	Var. \$	Var. %	Var. ▲ ▼	Significant Var. \$	Timing/ Permanent	Explanation of Variance
Revenue from operating activities						
General Purpose Funding - Rates	(2,623,958)	(100%)	▼	\$	Timing	Rates not yet billed
General Purpose Funding - Other	(16,276)	(77%)	▼	\$	Timing	Interest on Reserves is lower than budgeted
Law, Order and Public Safety	(22,605)	(40%)	▼	\$	Timing	Negative variance a combination of CESM/BRMP reimbursement not being received and positive Mitigation Activity Fund Grant being received earlier than budgeted.
Health	(24,965)	(100%)	▼	\$	Timing	Negative variance due to Strengthening Medicare Grant Fund Income not being received, budgeted for August 23.
Community Amenities	(24,363)	(71%)	▼	\$		Timing of budget allocation for Domestic Refuse Collection Charges.
Transport	(353,968)	(195%)	▼	\$	Timing	Timing of budget allocation for Direct Roads Grant (MRWA) received in September 23.
Expenditure from operating activities						
Health	24,112	30%	▲	\$	Timing	Positive variance due to Other Health - Maintenance operation costs tracking lower than budgeted.
Community Amenities	28,448	27%	▲	\$	Timing	Positive Variance due to various Community Amenities - Maintenance Operational costs tracking lower than budgeted.
Recreation and Culture	87,207	47%	▲	\$	Timing	Positive variance due to Other Recreation & Sports Maintenance & Operational costs tracking lower than budgeted.
Transport	239,039	50%	▲	\$	Timing	Positive variance due to Depreciation not yet processed in year.
Economic Services	18,416	11%	▲	\$	Timing	Positive variance due to a combination of Depreciation not yet process in year and negative variance in Economic Development employment costs tracking higher than budget.
Other Property and Services	(125,395)	(719%)	▼	\$	Timing	Negative variance due to Other Property and Services tracking higher than budgeted.
INVESTING ACTIVITIES						
Capital Grants, Subsidies and Contributions	(116,231)	(100%)	▼	\$	Timing	Grant funding still to be received - Awaiting auditors reports to be finalised in order to claim. Invoices still to be raised for various completed projects
Land and Buildings	140,948	100%	▲	\$	Timing	Projects not yet completed, see capital Works Note 8.
Furniture and Equipment	24,916	79%	▲	\$	Timing	Projects not yet completed, see capital Works Note 8.
Infrastructure Assets - Roads	157,649	74%	▲	\$	Timing	Projects not yet completed, see capital Works Note 8.
Infrastructure Assets - Other	80,833	32%	▲	\$	Timing	Projects not yet completed, see capital Works Note 8.

SHIRE OF QUAIRADING
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 31 AUGUST 2023

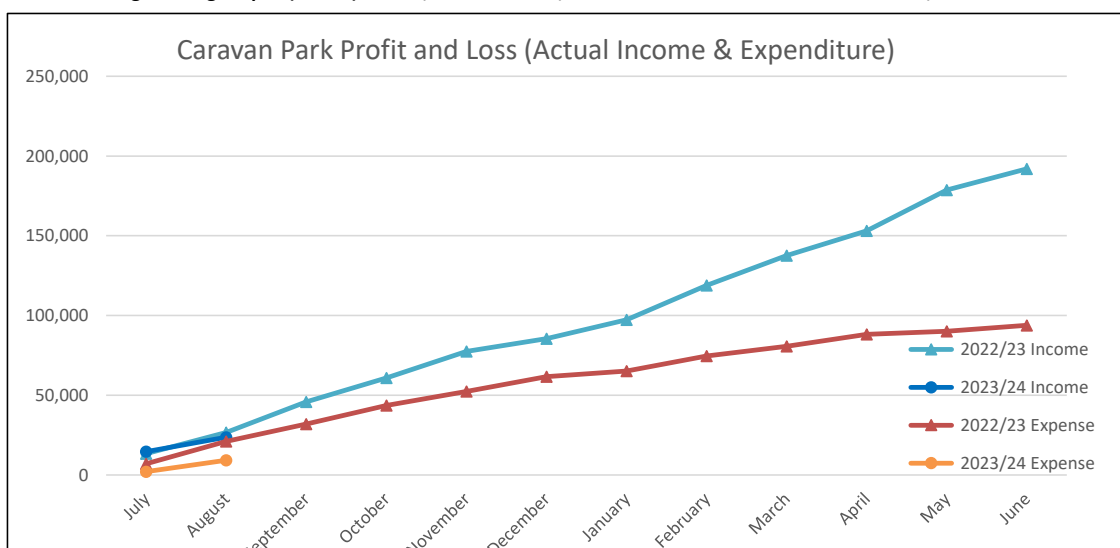
NOTE 16
BUDGET AMENDMENTS

GL Code	Job #	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
		Budget Adoption		Closing Surplus/(Deficit)	\$	\$	\$ 30,190	\$ 30,190
		<i>Opening surplus adjustment (Adjusted 2022/23 Closing Balance)</i>		(Not yet endorsed) To be presented at budget review			85,127	115,317
								115,317
								115,317
								115,317
					0	0	115,317	115,317
KEY INFORMATION								

SHIRE OF QUAIRADING
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2023

NOTE 17
CARAVAN PARK

Caravan Park Profit and Loss	YTD Bookings	YTD Actual	YTD Budget (Amended)	YTD Var %	Annual Budget (Original)	Annual Budget (Amended)	Annual (Amd) Var %
INCOME							
Caravan Park Charges	36	\$ 9,344.00	\$ 9,996.00	93%	\$ 60,000.00	\$ 60,000.00	16%
Cabin and Unit Charges	81	\$ 14,313.81	\$ 21,658.00	66%	\$ 130,000.00	\$ 130,000.00	11%
Fees, Charges & Reimbursements		\$ 22.73	\$ -	0%	\$ -	\$ -	0%
TOTAL INCOME	117	\$ 23,680.54	\$ 31,654.00	75%	\$ 190,000.00	\$ 190,000.00	12%
EXPENDITURE							
Caravan Park							
Salaries & Wages		\$ 290.52	\$ 7,812.00	4%	\$ 46,900.00	\$ 46,900.00	1%
Materials & Contracts		\$ 6,366.32	\$ 1,936.00	329%	\$ 11,640.00	\$ 11,640.00	55%
Utilities & Insurance		\$ 784.44	\$ 2,278.00	34%	\$ 13,700.00	\$ 13,700.00	6%
Caravan Park Total		\$ 7,441.28	\$ 12,026.00	62%	\$ 72,240.00	\$ 72,240.00	10%
Cabins (3x 2 bedroom Cabins)							
Salaries & Wages		\$ 319.60	\$ 4,014.00	8%	\$ 24,120.00	\$ 24,120.00	1%
Materials & Contracts		\$ -	\$ 420.00	0%	\$ 2,532.00	\$ 2,532.00	0%
Utilities & Insurance		\$ 531.87	\$ 1,880.00	28%	\$ 10,764.00	\$ 10,764.00	5%
Cabins Total		\$ 851.47	\$ 6,314.00	13%	\$ 37,416.00	\$ 37,416.00	2%
Caretaker Reception							
Salaries & Wages		\$ 85.93	\$ 580.00	15%	\$ 3,484.00	\$ 3,484.00	2%
Materials & Contracts		\$ 31.81	\$ 148.00	21%	\$ 892.00	\$ 892.00	4%
Utilities & Insurance		\$ 281.02	\$ 1,164.00	24%	\$ 6,672.00	\$ 6,672.00	4%
Caretaker Reception Total		\$ 398.76	\$ 1,892.00	21%	\$ 11,048.00	\$ 11,048.00	4%
Units (4x 1 bedroom units)							
Salaries & Wages		\$ 365.22	\$ 1,450.00	25%	\$ 8,710.00	\$ 8,710.00	4%
Materials & Contracts		\$ -	\$ 140.00	0%	\$ 844.00	\$ 844.00	0%
Utilities & Insurance		\$ 183.95	\$ 209.00	88%	\$ 1,111.00	\$ 1,111.00	17%
Units Total		\$ 549.17	\$ 1,799.00	31%	\$ 10,665.00	\$ 10,665.00	5%
TOTAL EXPENDITURE		\$ 9,240.68	\$ 22,031.00	42%	\$ 131,369.00	\$ 131,369.00	7%
Closing Funding Surplus(Deficit)		\$ 14,439.86	\$ 9,623.00	150%		\$ 58,631.00	25%





11.3 Staff Wage Increases as per Adopted Budget 2023-2024

Responsible Officer	Nicole Gibbs, Chief Executive Officer
Reporting Officer	Tricia Brown, Executive Manager, Corporate Services
Attachments	Nil
Voting Requirements	Nil
Disclosure of Interest	Reporting Officer: Nil Responsible Officer: Nil

As per the adopted 2023-2024 Budget – Resolution # OCM 037-23/24 Council have agreed to increase staff wages by 5.3% in line with the Western Australian Industrial Relations Commission advice on 19th June 2023.




“The State minimum adult (aged 21 years and over) wage will increase by \$43.50 per week (or 5.3%) to \$863.40. WA award rates of pay will also increase by 5.3%.”

Eligible staff will be formally notified of the increase and their new rate of pay will be calculated with an effective date of 1st July 2023. This will generate backpays to employees. The expected timing of the calculations and backpays will be within the Payroll Period Ending 06/10/2023.

11.4 Accounts for Payment - August 2023

Responsible Officer Tricia Brown, Executive Manager, Corporate Services

Reporting Officer Cynthia Lowe, Senior Finance Officer

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

Voting Requirements Simple Majority

Disclosure of Interest Reporting Officer: Nil
Responsible Officer: Nil

RESOLUTION: OCM 068-23/24

Moved: Cr JR Hippisley

Seconded: Cr TJ Stacey

That Council note the following:

1. That schedule of accounts for August 2023 covering municipal vouchers 23974 to 23978 and EFT13028 to EFT13127 totalling \$921,637.40 be received (Attachment i);
2. That police licensing payments for the month of August 2023 totalling \$44,728.45 be received (Attachment ii); and
3. That fund transfers to the corporate credit card for August 2023 totalling \$3,299.84 be received (Attachment iii); and
4. That net payroll payments for the month of August 2023 totalled \$139,165.26; and
5. That the lease payments for the month of August 2023 totalled \$2,423.73 for the CESM vehicle lease.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

IN BRIEF

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

MATTER FOR CONSIDERATION

Note the accounts paid during August 2023.

BACKGROUND

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

STATUTORY ENVIRONMENT

Local Government (Financial Management) Regulations 1996

Local Government Act 1995

POLICY IMPLICATIONS

Corporate Credit Card Policy

Purchasing Policy

Delegation 1.1.13: Payments from the municipal or trust funds

FINANCIAL IMPLICATIONS

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

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

ALIGNMENT WITH STRATEGIC PRIORITIES

5.3 Governance & Leadership: Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

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

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

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

RISK ASSESSMENT

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

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

COMMENT

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

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

COMMENTS AFFECTING COUNCIL DECISION

Cr Cowcill queried the name Leah Horton still appearing for one of the credit cards and weather that could be changed.

The EMCS explained that that is merely the name that the overall credit card statement is addressed to, but is not connected to any current credit card.

Cr Cowcill suggested that the change to that name might be made at the same time as the new CEO will be added.

The CEO informed that the process of removing her from the accounts would be started well before the end date of her employment, as from memory, the process can be quite involved. The CEO further reminds Council that at the moment, the corporate credit cards are attached to officers personal accounts and suggests that this should be changed in the same process as the other changes mentioned.

Cr Smith noted payments to Bob Waddell in the list of accounts and asked whether officers anticipated utilising his services to the same extent in the future.

The EMCS explained that those accounts were in regard to the development of the 23/24 annual budget and the financial statements which were now finalised. She further explained that Bob Waddell had already been contracted for the annual financial report for which he had already completed and been paid for 88 hours. \$18,000 had been budgeted for this and \$14,000 already been spent. The EMCS added that Bob Waddell had also been contracted for the re-evaluation of the Shire's assets as per the audit review.

Cr Smith asked whether Bob Waddell would be expected to undertake the annual financial report in the future or whether this could be managed in house.

The EMCS replied that ideally, 90% could be done in house but that it was a good idea to have an external check but to also keep in mind how much more could be added to officer's workloads.

Cr Stacey queried accounts pertaining to the Groves project and the lack of funding mentioned in the document. The EMCS explained that the list of accounts as presented to Council had been the work of another officer and that the EMCS had not had the time to check it prior to it going to Council. The existing funding not being noted against the expense had simply been an omission due to the officer not knowing about it. Cr Stacey further queried whether the account would be correctly appear as funded in the list of accounts for September, to which the EMCS replied in the affirmative.

11.1 (i) List Of Accounts - August 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13028	03/08/2023	CLINICARE PHARMACY QUAIRADING	10 x FLUQUADRI PFS 0.5ML - MEDICAL PRACTICE	165.00	
EFT13029	07/08/2023	MARILYN JANE REIDY	NAIDOC 2023 WELCOME TO COUNTRY	300.00	
EFT13030	07/08/2023	LANDGATE	RURAL UV GENERAL REVALUATION 2022/2023 CONSOLIDATED MINING TENEMENT ROLL & VALUATION EXPENSES	8338.40	
EFT13031	07/08/2023	FULTON HOGAN INDUSTRIES PTY LTD - EFTSURE VERIFIED	EMULSION, SHUTTLE, BITUMEN - DEPOT	5020.40	
EFT13032	07/08/2023	CDA AIR CONDITIONING & REFRIGERATION	SERVICING OF AIR CONDITIONERS - DEPOT	420.00	
EFT13033	07/08/2023	BLOOMY'S NURSERY AND FLORIST	WREATH FOR ANZAC DAY 2023 - PICK UP ONLY	100.00	
EFT13034	07/08/2023	SYNERGY	SYNERGY ACCOUNT #558474190 - POWER USAGE & SUPPLY 12.05.23 - 10.07.2023 - AKV SYNERGY ACCOUNT #408945020 - POWER USAGE & SUPPLY 12.05.23 - 10.07.2023 - TOWN BORES SYNERGY ACCOUNT #222214330 - POWER USAGE & SUPPLY 12.05.23 - 10.07.2023 - 3 MURPHY STREET SYNERGY ACCOUNT #831204500 - POWER USAGE & SUPPLY 12.05.23 - 10.07.2023 - HEAL STREET STREETLIGHTS SYNERGY ACCOUNT #377207980 - POWER USAGE & SUPPLY 13.05.23 - 11.07.2023 - 19 POWELL CRESCENT SYNERGY ACCOUNT #389453150 - POWER USAGE & SUPPLY 13.05.23 - 10.07.2023 - 8 DALL STREET SYNERGY ACCOUNT #137839080 - POWER USAGE & SUPPLY 14.06.23 - 11.07.2023 - 1 PARKER STREET (QCRC)	6695.77	PARTIAL
EFT13035	07/08/2023	BENTNAIL BUILDING & MAINTENANCE	HIRE OF DINGO FOR TREES KWIRRADING KOORT - LOTTERYWEST / LRCI FUNDED PROJECT	660.00	
EFT13036	07/08/2023	LGISWA WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION AS TRUSTEE FOR LGISWA	EAP SERVICE FOR 146 EMPLOYEES BUSHFIRE BRIGADE VOLUNTEERS AND ELECTED MEMBERS	7078.50	
EFT13037	07/08/2023	NORTHAM MAZDA	70000KM SERVICE INCLUDING LABOUR AND CONSUMABLES - QO	710.35	
EFT13038	07/08/2023	WHEATBELT BUSINESS NETWORK	SMALL BUSINESS MEMBERSHIP 2023/24	360.00	
EFT13039	07/08/2023	LOCAL GOVERNMENT SUPERVISORS ASSOCIATION	LOCAL GOVT WORKS ASSOCIATION 2 DAY CONFERENCE REGISTRATIION - 3 X STAFF AT DEPOT	2997.50	
EFT13040	07/08/2023	DIGGA WEST & EARTHPARTS WA - EFTSURE VERIFIED	RAKE BUCKET ATTACHMENT & PALLET FORKS ATTACHMENT FOR BOBCAT - DEPOT	5621.00	

11.1 (i) List Of Accounts - August 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13041	07/08/2023	QUEST INNALOO	DOT TRAINING ACCOMMODATION - QUEST INNALOO HOTEL STAY FROM 23/07/2023 - 28/07/2023 WITH PAID PARKING - SAO	930.00	
EFT13042	07/08/2023	CWB ELECTRICAL & A/C	SUPPLY, INSTALL AND COMMISSION ELECTRICAL EQUIPMENT AS PER PARK DRAWING - KWIRRADING KOORT - LOTTERYWEST / LRCI FUNDED PROJECT	11527.60	PARTIAL
EFT13043	07/08/2023	LGIS	SALARY CONTINUANCE RENEWAL & MARINE CARGO RENEWAL	6429.09	
EFT13044	07/08/2023	ANNIE'S BAGS AND THINGS	EMOIRDERY OF SHIRE LOGO AND NAMES ON WORK SHIRTS - DEPOT	175.00	
EFT13045	07/08/2023	AMPAC DEBT RECOVERY (WA) PTY LTD	AMPAC DEBT RECOVERY FOR APRIL & JUNE 2023	2123.00	
EFT13046	07/08/2023	LG BEST PRACTICES PTY LTD	FINANCE CONSULTANT - TRAINING/ MENTORING, WEEKLY CATCH UP, REVIEW BUDGET WORKSHOP, BUDGET CATCH UP - EMCS	453.75	
EFT13047	07/08/2023	Crisp Wireless	MOTHLY INTERNET CONNECTION FOR JULY 2023 - ADMIN, DEPOT, 50A SUBURBAN ROAD, 8 DALL STREET, 31 DALL STREET, 28 REID STREET, MEDICAL CLINIC, YOUTH CENTRE	1022.90	
EFT13048	07/08/2023	Infocouncil Pty Ltd	ANNUAL HELP DESK FEE 01.07.23 - 30.06.24 - INFOCOUNCIL	4796.00	
EFT13049	07/08/2023	GREEN EARTH ENTERPRISES PTY LTD.	SUPPLY OF 150LN (62 LENGTHS OF 2.0MM X 390MM REDCOR FORMBOSS - KWIRRADING KOORT - LOTTERYWEST/ LRCI FUNDED PROJECT	13183.47	PARTIAL
EFT13050	07/08/2023	THE QUAIRADING HOTEL	NAIDOC CATERING	360.00	PARTIAL
EFT13051	07/08/2023	OUTBACK SPOT/HUNTERS	ROO MEAT NAIDOC 2023	300.00	PARTIAL
EFT13052	07/08/2023	SNALLOW PTY LTD T/A WALLIS COMPUTER SOLUTIONS	MANAGED ICT SERVICES - AS PER MANAGED ICT AGREEMENT 2022 - 2026 (ITS GOLD) 27 DEVICES, (DATTO + SILVER) (MSA - MiaaS SOPHOS)(MSA - Miaa - WCEquip)(SYNERGY SOFT MSA)(MOBILE DEVICES) - ANNUAL BILLING 01.07.2023 - 30.06.2024 - ADMIN AGREEMENT BILLABLE TIME: ITS GOLD (HELPDESK, TECHNICIAN, ADMINISTRATOR, ENGINEER) 2022-23 AGREEMENT OVERAGE HOURS - MEDICAL CENTRE	64098.71	
EFT13053	07/08/2023	EFTSURE PTY LTD	EFTSURE SOFTWARE AS A SERVICE FEE 12 MONTH SUBSCRIPTION AT \$417.30 PER MONTH PAYABLE ANNUALLY IN ADVANCE FOR THE PERIOD 01/08/2023 - 31/07/2024	5508.36	
EFT13054	07/08/2023	CYNTHIA LOWE	REIMBURSEMENT FOR UNIFORM PURCHASES & TABLECLOTH FOR MEETING ROOM (COUNCIL)	231.50	

11.1 (i) List Of Accounts - August 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13055	07/08/2023	FIRE MITIGATION SERVICES - EFTSURE VERIFIED	MITIGATION WORKS AT THE GROVES	36778.50	
EFT13057	07/08/2023	WA FENCEWORKS - EFTSURE VERIFIED	FENCING CONTRACTOR FOR KWIRRADING KOORT - LOTTERYWEST/LRCI FUNDED PROJECT	26252.27	PARTIAL
EFT13058	07/08/2023	HOUSEPECT WA - EFTSURE VERIFIED	INSPECT AND PROVIDE A BUILDING REPORT FOR THE FOLLOWING PROPERTIES: 3 HEAL STREET, 21 HEAL STREET, 43 HEAL STREET, 57 HEAL STREET 55 JENNABERRING ROAD	7385.40	
EFT13059	07/08/2023	MARION HAEUSLER	REIMBURSEMENT FOR MEALS AT DoT TRAINING- SAO	189.95	
EFT13060	07/08/2023	ROBERT HAWKINS	REFUND OF PART BOOKING #11526503 - 25.07.2023 - SINGLE UNIT	85.72	
EFT13061	07/08/2023	ALEXANDRA WRAY	REFUND OF BOOKING #11373756 - 11.03.23 - SINGLE UNIT	85.00	
EFT13062	07/08/2023	BOC LIMITED	CONTAINER SERVICE - DAILY TRACKING FOR PERIOD 28.06.23 - 28.07.2023	52.35	
EFT13063	07/08/2023	PLUMBER'S MOBILE PLUMBING	REPAIR SOLAR HOT WATER SYSTEM (ANTI FREEZE VALVE) INCLUDING PARTS AND LABOUR - C/PARK ABLUTIONS REPAIR SHOWER ROSE IN LADIES CHANGEROOM INCLUDING PARTS AND LABOUR	687.50	
EFT13064	09/08/2023	COLAS	TWO COAT SEAL - CRS EMULSION - RRG166 & RRG166A QUAIRADING CORRIGIN ROAD	394364.08	PARTIAL
EFT13065	10/08/2023	AVON WASTE	AVON WASTE DOMESTIC & RECYCLE SERVICES FOR JULY 2023	12647.11	
EFT13066	10/08/2023	TELSTRA	TELSTRA ACCOUNT #941548000 - CALLS & CHARGES 20.07.23 - 19.08.23 - ADMIN, MEDICAL, LANDCARE, LICENSING, POOL, DEPOT, QCRC	614.38	
EFT13067	10/08/2023	COUNTRY COPIERS NORTHAM	COLOUR COPIER METRE READING 05.07.23 - 06.08.23	155.56	
EFT13068	10/08/2023	WESTERN AUSTRALIAN TREASURY CORPORATION	GOVERNMENT GUARANTEE FEE AUDIT REPORT TRADE DETAIL	1271.53	
EFT13069	10/08/2023	COMMUNITY RESOURCE CENTRE - QUAIRADING	SERVICES - PHOTOCOPYING, PRINTING, BAKSIA BULLETIN - YOUTH, OLD SCHOOL SITE, RAP, NAIDOC	141.85	
EFT13070	10/08/2023	SURGICAL HOUSE	VARIOUS MEDICAL SUPPLIES (WIPES, SCALPELS, DRESSINGS, SODIUM CHLORIDE, EXAM SHEETS, STITCH CUTTERS, VIRACLEAN) MEDICAL PRACTICE	1201.33	
EFT13071	10/08/2023	WATER CORPORATION	TRADE WASTE CHARGES 2023	246.16	

11.1 (i) List Of Accounts - August 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13072	10/08/2023	BOB WADDELL & ASSOCIATES PTY LTD	18.75HRS ASSISTANCE WITH THE 2023/24 BUDGET & JUNE MONTHLIES ASSISTANCE WITH 2023/2024 BUDGET AND FINANCE SUPPORT 2023/2024 RATES MANAGEMENT: 1.5HRS W/E 30.07.23 ASSISTANCE PROVIDED BY TARA - PENSIONER CLAIMS, APPLICATIONS & LETTERS, RATES QUERIES 2023/2024 RATES MANAGEMENT: RATES QUERIES, ADJUSTMENTS & GENERAL, VALIDATED RATES MODELLING, RATES EOM	4166.25	
EFT13073	10/08/2023	AVON CIVIL ENGINEERING	ENGINEERING CERTIFICATE - KWIRRADING KOORT ABLUTION BLOCK & BBQ AREA - LOTTERYWEST / LRCI FUNDED PROJECT	1650.00	PARTIAL
EFT13074	10/08/2023	TEAM MEDICAL SUPPLIES	MEDICAL TROLLEY POWDERCOATED - 2 DRAWER, CLASSIC 3 SECTION HI-LO COUCH NAVY, IV STAND STAINLESS STEEL 2 PRONG PACIFIC MEDICAL, FREIGHT - MEDICAL CENTRE	2304.50	
EFT13075	10/08/2023	WA LOCAL GOVERNMENT ASSOCIATION	WALGA LOCAL GOVERNMENT CONVENTION 2023	2592.00	
EFT13076	10/08/2023	WA CONTRACT RANGER SERVICES PTY LTD	CONTRACT RANGER SERVICES FOR THE MONTH OF AUGUST 2023 - DATE SERVICED 01/08/2023 & 08/08/2023	731.50	
EFT13077	10/08/2023	CWB ELECTRICAL & A/C	REPLACE AIR CONDITIONER IN UNIT 2 ARTHUR KELLY VILLAGE	3241.00	
EFT13078	10/08/2023	RESONLINE PTY LTD	ROOM MANAGER (CARAVAN PARK BOOKING SYSTEM) MONTHLY FEE: JULY 2023	242.00	
EFT13079	10/08/2023	AFGRI EQUIPMENT AUSTRALIA TRADING AS AFGRI	SERVICE OF 2017 JOHN DEERE TRACTOR REPLACE HYDRAULIC COUPLERS ON JCB BACKHOE 3/8 QUICK FIT JOINER 2015 CAT GRADER ASSESS AND REPAIR FUEL SYSTEM (ENGINE WON'T START) ON CHERRY PICKER	2134.68	
EFT13080	10/08/2023	BUNNINGS GROUP LIMITED	VARIOUS MISCELLANEOUS TOOLS & PAINTING SUPPLIES FOR THE WORKSHOP	359.57	
EFT13081	10/08/2023	CAMERON DEANS	REIMBURSEMENT OF DAMAGED RIM ON QUAIRADING CORRIGIN ROAD - WAMENUSKING 25.06.23	375.00	
EFT13082	10/08/2023	VALUE OFFICE FURNITURE	PURCHASE OF EMCS AND ADMIN OFFICE FURNITURE (DESKS, DRAWS, BOOKCASES, STORAGE CUPBOARD, CHAIRS)	5120.00	
EFT13083	10/08/2023	SHERIDAN'S FOR BADGES	NAME BADGE - CSO	61.06	
EFT13084	17/08/2023	SERVICES AUSTRALIA CHILD SUPPORT	PAYROLL DEDUCTIONS/CONTRIBUTIONS	489.70	FULLY
EFT13085	17/08/2023	QUAIRADING TYRE & BATTERY SUPPLIES	45KG LP GAS BOTTLE - TOWN HALL	160.00	

11.1 (i) List Of Accounts - August 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13086	17/08/2023	QUAIRADING FARMERS CO-OP	QUAIRADING CO-OP PURCHASES FOR JULY 2023 - ADMIN, DEPOT, MEDICAL, C/PARK, COUNCIL MEETING NAIDOC CATERING & INGREDIENTS CATERING FOR OLD SCHOOL SITE OPENING	1555.20	
EFT13087	17/08/2023	TELSTRA	TELSTRA ACCOUNT #3147560738 CALLS & CHARGES 02.08.23 - 01.09.23 - WAP / INTERNET TELSTRA ACCOUNT #4866080200 CALLS & CHARGES 29.07.23 - 28.08.23 - MEDICAL CENTRE TELSTRA ACCOUNT #3147560795 CALLS & CHARGES 04.08.23 - 03.09.23 - CESM EMERGENCY SATELLITE PHONE	439.91	
EFT13088	17/08/2023	WESFARMERS KLEENHEAT GAS PTY LTD	18KG FL CYL - EQUIPMENT SERVICE CHARGE	86.35	
EFT13089	17/08/2023	IT VISION	ALTUS PAYROLL IMPLEMENTATION - MILESTONE 3 40% SERVICES AND LICENCES ON GO LIVE	33051.70	
EFT13090	17/08/2023	QUAIRADING CLUB INC.	2 X BOTTLE OF WINE - COUNCIL MEETING 27.07.23	32.00	
EFT13091	17/08/2023	JASONS SIGNMAKERS	PG33 FRAME WITH SIGN PLUS SHIPPING/FREIGHT - KWIRRADING KOORT - LOTTERYWEST / LRCI FUNDED PROJECT	1881.52	PARTIAL
EFT13092	17/08/2023	SUNNY SIGN COMPANY PTY LTD	VARIOUS TRAFFIC SIGNS AND POSTS	2102.93	
EFT13093	17/08/2023	QUAIRADING MEDICAL PRACTICE (GREAT CARE HEALTH)	PRE EMPLOYMENT MEDICAL - C/PARK	150.70	
EFT13094	17/08/2023	QUAIRADING TYRE & BATTERY - COMMUNITY CAR	COMMUNITY CAR FUEL PURCHASES FOR JULY 2023	45.02	FULLY
EFT13095	17/08/2023	THE IT VISION USER GROUP (INC)	IT VISION USER GROUP MEMBERSHIP SUBSCRIPTION 2023/2024	770.00	
EFT13096	17/08/2023	BOB WADDELL & ASSOCIATES PTY LTD	ASSISTANCE WITH 2023/2024 BUDGET AND FINANCE SUPPORT; PREPARATION OF THE ANNUAL REPORT 2022-2023, 2023/2024 RATES MANAGEMENT: RATES QUERIES, ADJUSTMENTS & GENERAL	3877.50	

11.1 (i) List Of Accounts - August 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13097	17/08/2023	SYNERGY	SYNERGY ACCOUNT #857387870 POWER USAGE & SUPPLY 25.06.23 - 24.07.23 - STREETLIGHTS SYNERGY ACCOUNT #298130670 POWER USAGE & SUPPLY 11.05.23 - 10.07.23 - DEPOT SYNERGY ACCOUNT #137709150 POWER USAGE & SUPPLY 11.05.23 - 10.07.23 - DR'S SURGERY & RESIDENCE SYNERGY ACCOUNT #885514750 POWER USAGE & SUPPLY 10.05.23 - 07.07.23 - GILLETT STREET SYNERGY ACCOUNT #936409630 POWER USAGE & SUPPLY 12.05.23 - 10.07.23 - BORES SYNERGY ACCOUNT #703840590 POWER USAGE & SUPPLY 12.05.23 - 10.07.23 - TOWN HALL SYNERGY ACCOUNT #704417150 POWER USAGE & SUPPLY 12.05.23 - 10.07.23 - AIRSTRIP SYNERGY ACCOUNT #689509470 POWER USAGE & SUPPLY - TENNIS CLUB SUB METRE AND 190 MCLENNAN STREET 11.05.23 - 10.07.23 SYNERGY ACCOUNT #195168700 POWER USAGE & SUPPLY 13.05.23 - 11.07.23 - 28 REID STREET SYNERGY ACCOUNT #893699340 POWER USAGE & SUPPLY 13.05.23 - 11.07.23 - ADMIN SYNERGY ACCOUNT #544185110 POWER USAGE & SUPPLY 11.05.23 - 10.07.23 - RAILWAY STATION SYNERGY ACCOUNT #149617730 POWER USAGE & SUPPLY 11.05.23 - 10.07.23 - RECYCLE CENTRE SYNERGY ACCOUNT #857387870 POWER USAGE & SUPPLY 25.06.23 - 30.06.23 - STREETLIGHTS SYNERGY ACCOUNT #137839080 POWER USAGE & SUPPLY QCRC 12/07/23	11825.57	PARTIAL
EFT13098	17/08/2023	BENTNAIL BUILDING & MAINTENANCE	DAY DINGO HIRE & INSTALL PARK FURNITURE- KWIRRADING KOORT LOTTERYWEST / LRCI FUNDED PROJECT, DAY EXCAVATOR HIRE - CEMETERY, LABOUR & CONSUMABLES TO CONSTRUCT BRICK PLAQUE DISPLAY WALL AT INFANT HEALTH CENTRE	2717.52	PARTIAL
EFT13099	17/08/2023	WESTRAC PTY LTD	CATERPILLAR COOLANT & OIL - GRADER & MOTOR GRADER	516.71	
EFT13100	17/08/2023	TRUCK CENTRE (WA) PTY LTD	VARIOUS PART, OILS, FILTERS, BELTS - 2013 NISSAN TRUCK	2336.23	
EFT13101	17/08/2023	DAVID GRAY & CO PTY LTD	GREEN BINS AND LIDS - OVAL & GROUNDS	1629.36	

11.1 (i) List Of Accounts - August 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13102	17/08/2023	YORK AUTO ELECTRICS & AIR CONDITIONING	REPLACE LOW BEAM HEADLIGHT AND CHECK ALL LIGHTS - INCL TRAVEL - (COLORADO), REPAIR JOYSTICK IN ROLLER - INCL TRAVEL (DRUM ROLLER), INSPECT ROLLER FOR AIR CONDITIONER ISSUES - INCL TRAVEL (MULTITYRE ROLLER), INSTALL NEW TRAILER PLUG AND CHECK LIGHTS - INCL TRAVEL (POTH)	2098.25	
EFT13103	17/08/2023	GREAT SOUTHERN FUEL SUPPLIES	5900L DIESEL - DEPOT	10109.28	
EFT13104	17/08/2023	WA LOCAL GOVERNMENT ASSOCIATION	WALGA MEMBERSHIP AND SUBSCRIPTIONS FOR THE YEAR 2023/24	20454.56	
EFT13105	17/08/2023	WA CONTRACT RANGER SERVICES PTY LTD	CONTRACT RANGER SERVICES FOR THE MONTH OF JULY 2023 - DATE	783.75	
EFT13106	17/08/2023	ONEMUSIC AUSTRALIA	LICENCE FOR THE USE OF MUSIC FOR COUNCIL FACILITIES, EVENTS AND AUTHORISED THIRD PARTY EVENTS 01.07.2023 - 30.06.2024	364.00	
EFT13107	17/08/2023	OFFICEWORKS	LAMINATOR, LAMINATING POUCHES, CHAIR MATS, INK, CHARGER, SIGN	1016.03	
EFT13108	17/08/2023	SHERRIN RENTALS PTY LTD	HIRE OF 16 TONNE MULTI TYRED ROLLER FROM - 5/7/2023 - 31/7/2023 - OLD BEVERLEY WEST ROAD (INCL DELIVERY & PICKUP)	6765.00	
EFT13109	17/08/2023	QUAIRADING BOOK POST (2020)	MONTHLY FEE FOR PROVISION OF LIBRARY SERVICES - JULY 2023, ADMIN & MEDICAL STATIONERY & POSTAGE NEW MOBILE FOR C/PARK	3076.89	
EFT13110	17/08/2023	FARMARAMA PTY LTD	KWIKSET CONCRETE 20KG - PARKS & GARDENS	228.81	
EFT13111	17/08/2023	PORTERS PTY LTD, R.T SIMPSON & SM SIMPSON	SUPPLY AND INSTALL VERMIN-PROOF FENCE AROUND RESERVE	20036.89	
EFT13112	17/08/2023	BUNNINGS GROUP LIMITED	LAWN MOWER ACCESSORY MASPORT BLADE & BOLT - PARKS & GARDENS, VARIOUS TOOLS FOR DEPOT, LADDER FOR TOWN HALL	1559.11	
EFT13113	17/08/2023	T-QUIP - TURF EQUIPMENT SOLUTIONS	HIRE OF SPORTSGROUND MOWER - 6 X WEEKS, DEPOSIT ON PURCHASE - SPORTS GROUND MOWER	9060.00	
EFT13114	17/08/2023	COMPLETE OFFICE SUPPLIES PTY LIMITED	VARIOUS STATIONERY (STICKY NOTES, PAPER CLIPS, PENS, INDEX BOOKS, BROCHURE HOLDERS, KETTLE, TISSUES, COPY PAPER) MEDICAL & ADMIN	377.15	
EFT13115	17/08/2023	E.P.DRAFFIN MANUFACTURING PTY LTD.	KWIRRADING KOORT FURNITURE (LOTTERYWEST/LRCI FUNDED PROJECT)	24657.05	PARTIAL
EFT13116	17/08/2023	PARAMOUNT PROJECTS	BULLYING & HARASSMENT AWARENESS TRAINING - SESSION 2 - ADMIN & MEDICAL	2178.00	

11.1 (i) List Of Accounts - August 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
EFT13117	17/08/2023	SNALLOW PTY LTD T/A WALLIS COMPUTER SOLUTIONS	MANAGED SERVICES AGREEMENT FOR IT SUPPORT - GOLD - ANNUAL CONTRACT 01/07/2023 - 30/06/2024 - MEDICAL PRACTICE AGREEMENT MSA-3CX TELEPHONE SOLUTION - ANNUAL CONTRACT 01/07/2023 - 30/06/2024 AGREEMENT MSA - MlaaS SOPHOS - ANNUAL CONTRACT 01/07/2023 - 30/06/2024 MANAGED SERVICES AGREEMENT FOR IT SUPPORT - GOLD - ANNUAL CONTRACT 01/07/2023 - 30/06/2024 DATTO BACKUP SOLUTION AND MANAGED BACKUP SERVER - SILVER - ANNUAL CONTRACT 01/07/2023 - 30/06/2024	28539.06	
EFT13118	17/08/2023	NEWGROUND WATER SERVICES	QUAIRADING OVAL SPRAYING	4057.61	
EFT13119	17/08/2023	ELDERS QUIAIRADING	GLOVES, BROOM. HAND & BODY WASH 5LT, CTN TOILET PAPER, 5LT FLOOR CLEANER, DUSTPAN SET, GLEAM 5LT - PUBLIC TOILETS, DEPOT, RECYCLE CENTRE, HALL, TORK HAND TOWELS CTN - C/PARK ABLUTIONS	726.00	
EFT13120	17/08/2023	WEST COAST SHADE	SHADE SAILS FOR THE COMMUNITY GARDEN - KWIRRADING KOORT - LOTTERYWEST / LRCI FUNDED PROJECT	39336.00	PARTIAL
EFT13121	17/08/2023	SIGNBIZ WA PTY LTD - EFTSURE VERIFIED	ENTRANCE SIGNS KWIRRADING KOORT X 3 - LOTTERYWEST / LRCI FUNDED PROJECT	2343.00	PARTIAL
EFT13122	17/08/2023	SNAPPER DISPLAY SYSTEMS	SLIMLOCK PIN NOTICE BOARD - ADMIN	520.26	
EFT13123	17/08/2023	MARION HAEUSLER	REIMBURSEMENT OF ACCOMMODATION, PARKING AND MEALS - COURSE FOR SAO	386.18	
EFT13124	17/08/2023	BEST PRACTICE SOFTWARE PTY LTD	2 x BP PREMIER REMOTE TRAINING SESSION - 6/10/2023 RE - ASSISTANT PRACTICE MANAGER	396.00	
EFT13125	17/08/2023	A.M.A SERVICES (WA) PTY LTD	CERTIFICATE IV IN HEALTH ADMINISTRATION - MEDICAL PRACTICE	4900.00	
EFT13126	17/08/2023	EXELTRAIN PTY LTD	TEST & TAG TRAINING - 22/8/2023 - 2 X DEPOT STAFF & 1 X ADMIN	1485.00	
EFT13127	17/08/2023	WORKWEAR HUB	NEW UNIFORMS FOR WORKS & GARDENS CREW	6052.35	
23974	01/08/2023	DEPARTMENT OF TRANSPORT	FLEET VEHICLE REGISTRATIONS 01/08/2023 - 31/07/2024	11414.70	

11.1 (i) List Of Accounts - August 2023					
Chq/EFT	Date	Name	Description	Amount	Funded
23975	03/08/2023	SHIRE OF QUAIRADING	CONTAINERS FOR CHANGE FLOAT	65.40	
23976	10/08/2023	SHIRE OF QUAIRADING	CONTAINERS FOR CHANGE FLOAT	85.50	
23978	15/08/2023	SHIRE OF QUAIRADING	CONTAINERS FOR CHANGE FLOAT	155.10	
				\$921,637.40	

TRANSPORT TAKINGS FOR THE MONTH ENDING
31 AUGUST 2022 **Attachment 11.1 (ii)**

ACTUAL TOTAL TAKINGS		
DATE OF TAKINGS	DESCRIPTION	AMOUNT \$
28/07/2023	TRANSPORT TAKINGS	\$555.65
31/07/2023	TRANSPORT TAKINGS	\$12,135.60
01/08/2023	TRANSPORT TAKINGS	\$469.25
02/08/2023	TRANSPORT TAKINGS	\$1,064.10
03/08/2023	TRANSPORT TAKINGS	\$433.70
04/08/2023	TRANSPORT TAKINGS	\$3,515.70
07/08/2023	TRANSPORT TAKINGS	\$2,218.50
08/08/2023	TRANSPORT TAKINGS	\$1,959.15
09/08/2023	TRANSPORT TAKINGS	\$1,385.65
10/08/2023	TRANSPORT TAKINGS	\$294.30
11/08/2023	TRANSPORT TAKINGS	\$1,097.60
14/08/2023	TRANSPORT TAKINGS	\$1,008.70
15/08/2023	TRANSPORT TAKINGS	\$2,501.75
16/08/2023	TRANSPORT TAKINGS	\$1,059.65
17/08/2023	TRANSPORT TAKINGS	\$725.90
18/08/2023	TRANSPORT TAKINGS	\$1,875.50
21/08/2023	TRANSPORT TAKINGS	\$1,073.35
22/08/2023	TRANSPORT TAKINGS	\$583.30
23/08/2023	TRANSPORT TAKINGS	\$947.15
24/08/2023	TRANSPORT TAKINGS	\$1,075.00
25/08/2023	TRANSPORT TAKINGS	\$459.85
28/08/2023	TRANSPORT TAKINGS	\$1,598.65
29/08/2023	TRANSPORT TAKINGS	\$3,906.15
TAKINGS RECEIVED IN THE BANK - AUGUST 2023		\$41,944.15

AMOUNTS YET TO BE DRAWN		
DATE OF TAKINGS	DESCRIPTION	AMOUNT \$
30/08/2023	TRANSPORT TAKINGS	\$1,245.50
31/08/2023	TRANSPORT TAKINGS	\$1,538.80
AUGUST TAKINGS RECEIVED IN THE BANK - SEPTEMBER 2023		\$2,784.30

Shire of Quairading
Credit Card Reconciliation - Page 1

Statement From 28/07/2023 Statement Total
Statement To 27/08/2023 \$ 3,299.84





Credit Card Summary			
Card Name	Title	Card Ending	Amount Spent
Nicole Gibbs	CEO	1475	\$ 1,740.49
Tricia Brown	EMCS	1336	\$ 562.46
Benjamin Davies	CESM	8917	\$ -
Sarah Caporn	EMWS	3585	\$ 996.89

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

Credit Card Transaction - GL Entry			
GL Code	Amount (incl GST)	GST (\$)	Narration/Summary
POQ1.2610.4001	\$ 144.23	\$ 13.11	PETROL EMCS VEHICLE 0Q
PQ5480.2610.4000	\$ 464.52	\$ 42.23	DIESEL PURCHASE CEO VEHICLE
W13216.2400.2101	\$ 44.00	\$ 4.00	SOCIAL MEDIA ADVERT SUBSCRIPTION
2030211.2700	161.23	\$ 14.66	COUNCIL REFRESHMENTS
2030211.2700	\$ 21.00	\$ 1.91	LAND AUCTION REFRESHMENTS
2030211.2700	\$ 20.00	\$ 1.82	DEVELOPMENT COMMISSION REFRESHMENT
2030211.2700	\$ 22.00	\$ 2.00	WORKERS ACCOMM RDA R/MENTS
2140220.2400.2100	\$ 108.90	\$ 9.90	SMS MESSAGE MEDIA SUBSCRIPTION
3140201.3810	\$ 160.22	\$ 14.57	CO-OP PURCHASES TO
BO14201.2101	\$ 158.00	\$ 14.36	UNISEX TOILET SIGNS
120301150.2101	\$ 261.72	\$ 23.79	TIP PASSES & FIREBREAK NOTICES FOR RATES
120402870.2101	\$ 101.90	\$ 9.26	STAFF FAREWELL GIFT
2070765.2400.2101	\$ 17.00	\$ 1.55	REFRESHMENTS - MEDICAL MEETING
120301120.2700	\$ 30.50	\$ 2.77	VALUATION EXPENSES
12140204	\$ 387.73	\$ 35.25	ACCOMM FOR SAO TRAINING
12140304.2910.2100	\$ 100.00	\$ 9.09	DRIVING LESSON - DEPOT STAFF MEMBER
121404110	\$ 241.00	\$ 21.91	EXTERNAL REPAIRS FOR EXCAVATOR
P458	\$ 28.30	\$ 2.57	PERMIT FOR BUS INSPECTION
12140307.2101	\$ 39.00	\$ 3.55	STEEL CAP BOOTS - DEPOT STAFF MEMBER
W10101.2400.2101	\$ 336.99	\$ 30.64	GREEN COLLECTION BAGS - CFC
BO14201.2101	\$ 251.60	\$ 22.87	LADDER & SHOVEL - DEPOT
12040287.2101	\$ 200.00	\$ 18.18	R/MENTS STAFF FAREWELL
9130001.00	-\$ 3,299.84		Bring credit card expenses into muni - August 2023 - evidence in Credit Card File

Totals	\$ 3,299.84	\$ 281.80
---------------	--------------------	------------------

Shire Confirmation 
Nicole Gibbs, Chief Executive Officer

Council Approval 
Jo Haythornthwaite, Chair A&R Committee

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



BusinessChoice Everyday Mastercard® Statement

SHIRE OF QUAIRADING
LEAH HORTON
PO BOX 38
QUAIRADING WA 6383

Billing Account Number
5163 2800 9109 9937

Payment Due Date
21 SEPTEMBER2023

Closing Balance
\$3,299.84

Minimum Payment Due
\$99.00

Amount Paid (Details on the reverse)
\$

+5163280091099937+

(Cut along this dotted line)

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

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

Company Name	Number of Cards	Facility Number	Annual Cash % Rate	Annual Purchase % Rate		
Shire Of Quairading	4	02752751	19.96%	14.25%		
Contact Name	Billing Account Number	Opening Balance	Credit Limit			
Leah Horton	5163280091099937	2,610.35	10,000			
Statement From	Statement To	Payment Due Date	Opening Balance	Minimum Payment Due	Closing Balance	Available Credit
28 JUL 2023	27 AUG 2023	21 SEP 2023	2,610.35	99.00	3,299.84	6,700.16

Summary of Changes in Your Account Since Last Statement

From Your Opening Balance of	We Deducted Payments and Other Credits	And We Added				To Arrive at Your Closing Balance of	Total Past Due / Overlimit balances	Your minimum payment including past due overlimit is
		New purchases	Cash advances	Fees, Interest & Government Charges	Miscellaneous Transactions			
2,610.35	2,610.35 -	0.00	0.00	0.00	3,299.84	3,299.84	0.00	99.00

S003772 / N003772 / 238 / CNVPCP2

Important:

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

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



Choose the payment method that suits you best



By Mail

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



Via Westpac Internet Banking

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



Using Card Autopay

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



Using BPAY

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



By Telephone Banking

Call 132 032 if you have another Westpac account.



In Person

At any of our Westpac branches in Australia.

S003772 / M003772 / 238 / CN1VPCP2

Important notice regarding Autopay Direct Debit Arrangement- Direct Debit

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

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

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

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



Summary of Billing Account Transactions		
Date of Transaction	Description	Debits/Credits
11 AUG	Payments AUTOMATIC PAYMENT	
	Sub Total:	2,610.35 - 2,610.35 -
	Miscellaneous Transactions	
27 AUG	TRICIA BROWN 5163 2800 0107 6777 Monthly Balance	562.46
27 AUG	NICOLE GIBBS 5163 2800 0122 7651 Monthly Balance	1,740.49
27 AUG	SARAH CAPORN 5163 2800 0153 8917 Monthly Balance	996.89
	Sub Total:	3,299.84
	Grand Total:	689.49

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

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

Important update to your Terms and Conditions

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

Complaints

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

Online: www.afca.org.au

Email: info@afca.org.au

Phone 1800 931 678

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

8003773 / M003773 / 238 / CN1VPCP2



BusinessChoice Everyday Mastercard® Statement

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

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

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

Card Account Transaction Details

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

Summary of Changes in Your Account Since Last Statement

From Your Opening Balance of	We Deducted Payments and Other Credits	And We Added				To Arrive at Your Closing Balance of	Total Past Due / Overlimit balances	Your minimum payment including past due overlimit is
		New purchases	Cash advances	Fees, Interest & Government Charges	Miscellaneous Transactions			
0.00	0.00	1,740.49	0.00	0.00	1,740.49 -	0.00	0.00	0.00

S003776 / M003776 / 238 / CN1VPCP2

Important notice regarding Autopay Direct Debit Arrangement- Direct Debit

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

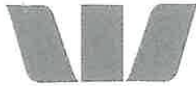
1. Cancel your BusinessChoice Facility Autopay Request Form- Direct Debit Request (New change)
2. Impose a fee or charge (No change- We currently charge a \$15 missed payment fee when payment is not received by statement due date)
3. Charge interest on any unpaid purchases outstanding (No change)

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

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

5003776 / M003776 / 238 / CM1VPCF2

BusinessChoice Everyday Mastercard®			
Date of Transaction	Description	Debits/Credits	Cardholder Comments
	Purchases		
28 JUL	iStock.com New York AUS	44.00	
31 JUL	COMMERICAL PHOTOGRAPHY, ART NGUYENS BAKERY CAFE YORK AUS	21.00	
01 AUG	BAKERIES QUAIRADING CO-OP QUAIRADING AUS	36.64	
31 JUL	GLASSWARE & CRYSTAL STORES BP QUAIRADING 6561 QUAIRADING AUS	11.20	
02 AUG	SERVICE STATIONS JULES SHOPPE QPS YORK AUS	20.00	
03 AUG	FAST FOOD RESTAURANTS NIGHTOWL BELLEVUE Bellevue AUS	105.24	
03 AUG	SERVICE STATIONS JULES SHOPPE QPS YORK AUS	22.00	
06 AUG	FAST FOOD RESTAURANTS PUMA ENERGY STRATHAM STRATHAM AUS	105.80	
10 AUG	SERVICE STATIONS QUAIRADING CLUB INC QUAIRADING AUS	36.00	
11 AUG	DRINKING PLACES (ALCOHOLIC B JULES SHOPPE QPS YORK AUS	33.50	
11 AUG	FAST FOOD RESTAURANTS EATON TAVERN Eaton AUS	91.96	
12 AUG	PACKAGE STORES - BEER, LIQUO WA FUEL SUPPLIES PTY L BOYANUP AUS	116.81	
14 AUG	FUEL DISPENSER,AUTOMATED MessageMedia Melbourne AUS	108.90	
14 AUG	COMPUTER NETWORK/INFORMATION QUAIRADING CO-OP QUAIRADING AUS	63.20	
15 AUG	GLASSWARE & CRYSTAL STORES QUAIRADING CO-OP QUAIRADING AUS	49.18	
	GLASSWARE & CRYSTAL STORES		



BusinessChoice Everyday Mastercard®						
Date of Transaction	Description			Debits/Credits	Cardholder Comments	
16 AUG	SP SAFETYSIGNS.COM.A	KNOXFIELD	AUS	158.00		
16 AUG	COMPUTER SOFTWARE					
16 AUG	Vistaprint Australia P	Derrimut	AUS	261.72		
21 AUG	BUSINESS SERVICES NOT	ELSEWH				
21 AUG	CALTEX BINNINGUP	BINNINGUP	AUS	136.67		
23 AUG	SERVICE STATIONS					
23 AUG	CLINICARE PHARMACY Q	QUAIRADING	AUS	101.90		
23 AUG	DRUG STORES, PHARMACIES					
23 AUG	SQ *MRS YT & CREWZ KIT	Quairading	AUS	200.00		
24 AUG	CATERERS					
24 AUG	SMP*Botanicalia	York	AUS	16.77		
	EATING PLACES, RESTAURANTS					
			Sub Total:	1,740.49		
27 AUG	Miscellaneous Transactions					
	TRANSFER CLOSING BALANCE TO BILLING ACCT			1,740.49 -		
			Sub Total:	1,740.49 -		
			Grand Total:	0.00		

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

Cardholder Signature _____

Date

21/9/23

Transactions examined and approved.

Manager/Supervisor Signature _____

Date

20/09/2023

S003777 / M003777 / 238 / CN1VPCP2

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

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Online: www.afca.org.au

Email: info@afca.org.au

Phone 1800 931 678

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

5603777 / 6003777 / 288 / CH1VPCF2



BusinessChoice Everyday Mastercard® Statement

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

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

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

Card Account Transaction Details

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

Summary of Changes in Your Account Since Last Statement

From Your Opening Balance of	We Deducted Payments and Other Credits	And We Added				To Arrive at Your Closing Balance of	Total Past Due / Overlimit balances	Your minimum payment including past due overlimit fee
		New purchases	Cash advances	Fees, Interest & Government Charges	Miscellaneous Transactions			
0.00	0.00	562.46	0.00	0.00	562.46 -	0.00	0.00	0.00

S003774 / M003774 / 238 / CN1VPCP2

CSF VPC

Westpac Banking Corporation ABN 33 007 457 141 AFSL and Australian credit licence 233714.

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

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

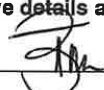
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BusinessChoice Everyday Mastercard®			
Date of Transaction	Description	Debits/Credits	Cardholder Comments
31 JUL	Purchases BP QUAIRADING 6561 QUAIRADING AUS	39.96	
08 AUG	SERVICE STATIONS LANDGATE MIDLAND AUS	30.50	
09 AUG	GOVERNMENT SERVICES NOT ELSE Holiday Inn WestPER PL Perth AUS	387.73	
19 AUG	HOTELS, MOTELS, RESORTS - LO AMPOL DAWESVILL 55215F DAWESVILLE AUS	104.27	
	Sub Total:	562.46	
27 AUG	Miscellaneous Transactions TRANSFER CLOSING BALANCE TO BILLING ACCT	562.46 -	
	Sub Total:	562.46 -	
	Grand Total:	0.00	

S003774 / M003774 / 238 / CNI/VPCP2

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

Cardholder Signature  Date 20/9/23

Transactions examined and approved.

Manager/Supervisor Signature  Date 21/9/23



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

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

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Email: info@afca.org.au

Phone 1800 931 678

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

SC03775 / MC03775 / 238 / CN1VPCP2

CSF VPC

Westpac Banking Corporation ABN 33 007 457 141 AFSL and Australian credit licence 233714.

Page 3 of 3

WBCA4WFGI 0919 3256



BusinessChoice Everyday Mastercard® Statement

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

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

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

Card Account Transaction Details

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

Summary of Changes in Your Account Since Last Statement

From Your Opening Balance of	We Deducted Payments and Other Credits	And We Added				To Arrive at Your Closing Balance of	Total Past Due / Overlimit balances	Your minimum payment including past due overlimit is
		New purchases	Cash advances	Fees, Interest & Government Charges	Miscellaneous Transactions			
0.00	0.00	996.89	0.00	0.00	996.89 -	0.00	0.00	0.00

5003778 / M003778 / 238 / CN1VPCP2

CSF VPC

Westpac Banking Corporation ABN 33 007 457 141 AFSL and Australian credit licence 233714.

Page 1 of 3

WBCA4WFGI 0919 3259

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

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

Please ensure that there are sufficient funds available in the nominated account to allow direct debit payments to be made in accordance with your BusinessChoice Facility Autopay Request Form- Direct Debit Request.

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

S003776 / M003776 / 238 / CN1VPCP2

BusinessChoice Everyday Mastercard®			
Date of Transaction	Description	Debits/Credits	Cardholder Comments
	Purchases		
28 JUL	SQ *MERGING LANES DRIV Quairading AUS	100.00	
	MISCELLANEOUS PERSONAL SERVI		
31 JUL	SHIRE QUAIRADING QUAIRADING AUS	28.30	
	GOVERNMENT SERVICES NOT ELSE		
01 AUG	ROSS'S DIESEL SERVIC MERREDIN AUS	241.00	
	AUTOMOTIVE SERVICE SHOPS		
03 AUG	BIGW ONLINE BELLA VISTA AUS	39.00	
	VARIETY STORES		
11 AUG	BUNNINGS 603000 NORTHAM AUS	251.60	
	HARDWARE STORES		
17 AUG	WARRRL PERTH AUS	336.99	
	MISCELLANEOUS PUBLISHING AND		
	Sub Total:	996.89	
	Miscellaneous Transactions		
27 AUG	TRANSFER CLOSING BALANCE TO BILLING ACCT	996.89 -	
	Sub Total:	996.89 -	
	Grand Total:	0.00	

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

Cardholder Signature *Saporn* Date 20.09.23

Transactions examined and approved.

Manager/Supervisor Signature *[Signature]* Date 21/9/23



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

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

Important update to your Terms and Conditions

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

Complaints

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

Online: www.afca.org.au

Email: info@afca.org.au

Phone 1800 931 678

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

S003775 / M003775 / 238 / CN1VPCP2

CSF VPC

Westpac Banking Corporation ABN 33 007 457 141 AFSL and Australian credit licence 233714.

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WBCA4WFGI 0919 3260

ITEM 12 MATTERS FOR CONSIDERATION – GOVERNANCE & ADMINISTRATION

12.1 Shire Administration Office and Works Depot Reception Closure between Christmas and New Year

Responsible Officer Nicole Gibbs, Chief Executive Officer

Reporting Officer Marion Haeusler, Executive Officer

Attachments Nil

Voting Requirements Simple Majority

Disclosure of Interest Reporting Officer: Nil
 Responsible Officer: Nil

RESOLUTION: OCM 069-23/24

Moved: Cr BR Cowcill

Seconded: Cr E Cheang

1. That Council approve the closure of the Shire administration office from 5.00pm Friday 22nd December 2023 to 9.00am on Tuesday 2nd January 2024.
2. That Council approve the closure of the works depot reception from 4.00pm on Friday 22nd December 2023 to 7.00am on Tuesday 2nd January 2024.
3. The office closures and emergency contact details be publicised through Council’s communication mediums for community information.
4. Council advise the Department of Transport of the closure period for the licensing agency in accordance with the Licensing Agency Agreement.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

IN BRIEF

In previous years Council, by resolution, have closed the administration office and works depot reception to the public for a specified amount of time. This allows staff to take accrued annual leave or rostered days off over the Christmas/New Year break.

This year it is being proposed that:

- The administration office closes 5.00pm on Friday 22nd December 2023 and reopens to the public 9.00am Tuesday 2nd January 2024 and;
- The works depot reception closes at 4.00pm on Friday 22nd December 2023 and reopens to the public at 7.00am Tuesday 2nd January 2024.

Executive and senior staff will be available to take calls for emergencies and an on-call roster will be created for the works staff in the event of an emergency over the break.

A small amount of works staff will work as “skeleton crew” over the break to water the gardens and maintain the town due to the warmer weather.

Shire officers will ensure appropriate advertisement is carried out to inform the community well in advance of the close down period.

MATTER FOR CONSIDERATION

Council to consider the closure period for the Shire administration centre and works depot reception for the period between Christmas and New Year 2023/2024.

BACKGROUND

In previous years, Council have approved the closure of the Shire administration office and works depot reception for the period between the Christmas and New Year public holidays. This has enabled staff to have an extended break utilising accrued annual leave or rostered days off entitlements.

Executive and senior staff will be available and able to respond to emergencies/telephone calls and management will prepare a roster of Council staff on leave and those staff available to respond to call outs/emergencies. The CESM will also be on standby due to the bushfire season.

It is proposed by Shire officers that administration and works depot staff will cease work on Friday 22nd December 2023, however a small number of works staff will be available as ‘skeleton crew’ during the period of leave for watering and town maintenance due to the warmer weather. Administration staff will also be given the option to work in the office if they would rather not use their leave entitlements over the Christmas period.

Historically, the works depot staff are asked to advise who is remaining in the district and willing to volunteer to be put on a ‘call out’ roster in the unlikely event of emergency (such as a tree falling across a road).

It is proposed that:

- The administration office closes 5.00pm on Friday 22nd December 2023 and reopens to the public 9.00am Tuesday 2nd January 2024 and;
- The works depot reception closes at 4.00pm on Friday 22nd December 2023 and reopens to the public at 7.00am Tuesday 2nd January 2024.

Appropriate community advertising will be carried out via social media, local notices and the website should Council agree to the Shire administration centre and works depot reception closure dates to ensure they community is advised of the closure dates well in advance.

STATUTORY ENVIRONMENT

Nil

POLICY IMPLICATIONS

Leave Management Policy

FINANCIAL IMPLICATIONS

There is minimal financial impact on Council as staff will either be working or taking accrued annual leave or rostered days off.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

CONSULTATION

Administration staff have been consulted as to whether they would be interested in working over the Christmas break, most staff expressed they would like the office to be shut down to allow all staff to have the option to take leave.

Administration and works department staff will be given the option to work over the shutdown period if they would like to.

Works department staff will be consulted to see who would be interested in working on the skeleton crew over the break, and also who would like to volunteer to be on the "on-call" emergency roster.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Nil.

RISK ASSESSMENT

	Option 1
Financial	<p>Low</p> <p><i>Staff will either be working or taking accrued annual leave or roster days off, so there will be minimal financial implications.</i></p>
Health	<p>Low</p> <p><i>Staff will be given the opportunity to take some time to rest and recuperate before the new year.</i></p>
Reputation	<p>Low</p> <p><i>Adequate advertising through a range of different mediums will allow the community to be aware of the closure dates.</i></p>
Operations	<p>Medium</p> <p><i>Only minimal staff will be available on site.</i></p> <p><i>This will be mitigated by executive and senior staff being available to contact in the event of an emergency, and a roster of on call staff available for executive managers to contact in the event of an emergency.</i></p> <p><i>Staff will need to submit the appropriate forms to apply for leave as per normal procedure.</i></p>
Natural Environment	N/A

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


COMMENT

Nil.

12.2 Policy Manual

Responsible Officer Nicole Gibbs, Chief Executive Officer

Reporting Officer Nicole Gibbs, Chief Executive Officer

Attachments 1. Policy Manual [↓](#) 

Voting Requirements Simple Majority

Disclosure of Interest Reporting Officer: Nil

Responsible Officer: Nil

RESOLUTION: OCM 070-23/24

Moved: Cr JR Hippisley

Seconded: Cr TJ Stacey

That Council endorse the Policy Manual

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

IN BRIEF

Under section 2.7(2b) of the Local Government Act 1995, Council is to determine the Local Government's policies. The Policy Manual is presented to Council for its review and adoption annually. Where relevant, policies have been subject to consultation with professionals in the area of Planning, Health and Building, the Executive Management Team and employees of the Shire of Quairading. These policies guide the decision-making and actions of Council and the Executive Management Team in line with the Strategic Community Plan objectives.

A Policy Manual is an essential component of Council's governance framework and guides Council, employees and residents in the context of Council's decision making. The policies in this manual are designed to ensure:

- Legislative compliance in decision-making,
- Consistency and equity in decision-making,
- Promptness in responding to customer needs; and
- Operational efficiency.

Policies arise generally in response to:

- Discretionary legislated powers, and/or
- Non-legislated functions/activities of Council.

Reports to Council must detail relevant Policies as this provides:

- Guidance to Councillors in their deliberations on the matter in hand; and
- Information for residents.

MATTER FOR CONSIDERATION

That Council endorse the Policy Manual

BACKGROUND

The Policy Manual assists Elected Members, Shire employees and members of the community in the application of organisational policy.

The *Local Government Act 1995* empowers Council in the determination of policy under section 2.7 Role of Council - "(2) (b) determine the local government's policies." In simple terms policy provides for what can be done, management practices provide for how it is done, and delegation provides for who can do it. The Shire has Council and operational policies to guide both its direction and operation, and planning policies relating to planning and development within Local Planning Scheme areas.

Council policies set governing principles and guide the direction of the organisation in alignment with community values and aspirations. These policies have a strategic, external focus and align with the mission, vision and strategic direction of the Shire. Council policies are developed to further the achievement of the Shire's strategic goals or to contribute to outcomes relating to mandatory obligations. They are defined courses of action related to particular circumstances which guide staff in what is permissible when dealing with related matters.

Operational policies are developed for administrative and operational requirements. They have an internal focus and form the strategies and actions for policy implementation and provide details of the actions and processes required by staff.

Planning policies have been prepared in accordance with Clauses 3, 4 and 5 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* which allow Council to prepare local planning policies relating to planning or development within the Scheme area.

Council policies provide guidance for future decisions and behaviour and the achievement of rational outcomes. Council policies show the approach that the Council intends to be taken in a particular issue and:

- Support consistency and equity in decision making,
- Facilitate prompt responses to customer requirements, and
- Promote operational efficiency.

The structure of the Policy Manual aligns Council policies within the framework of Strategic Community Planning. Council policy development and the review of Council policies are to be performed on the following basis:

Council policy development may be initiated by one or more of the following:

- Elected Members - Request by one or more Elected Members for a policy to address an identified strategic requirement.
- CEO recommendation due to changes in regulatory requirements – Introduction of new legislation or amendments to existing legislation.

A Council policy review may be initiated in response to the following:

- A request made to the CEO by one or more Elected Members.
- A change to regulatory requirements.
- Officer recommendation to the CEO.
- Within a six-month period following an Ordinary Election.
- On or after the recommended policy review date.

A Council policy is to be reviewed on a biennial basis from the date of last review, unless statutory requirements provide for an annual review.

Unless otherwise stated policy terms are defined under s. 1.4 Terms used, *Local Government Act 1995*. Definitions are subject to any *Local Government Act 1995* amendments which may occur over time. Where policies within the Manual relate to legislation other than the *Local Government Act 1995* or reference a section of the *Local Government Act 1995* which specifies alternative terms, key term definitions may be noted within the policy document.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Asset Management Policy

FINANCIAL IMPLICATIONS

Nil

ALIGNMENT WITH STRATEGIC PRIORITIES

5.1 Governance & Leadership: Shire communication is consistent, engaging and responsive

5.3 Governance & Leadership: Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

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

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Nil.

RISK ASSESSMENT

	Option 1
Financial	Low <i>There is no financial risk associated with endorsing this Manual</i>
Health	Nil
Reputation	Low <i>This Manual compiles all Policies, Strategies and Plans adopted by the Shire of Quairading in one document</i>
Operations	Low <i>This Manual will need to be updated as Policies, Strategies and Plans are reviewed and adopted.</i>
Natural Environment	Nil

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

COMMENT

Nil

COMMENTS AFFECTING COUNCIL DECISION

Cr Stacey noted that there is no content for the 'Code of Conduct for Employees' on page 310 and queried whether there is a policy. The CEO replied that the policy exist and that it seems to be an administrative error that the content was not included under the heading.

Cr Smith congratulates officers on putting the manual together and asked whether a revision table could be included. The CEO replied in the affirmative.

Cr Smith further states that other similar documents provide connectivity to file locations rather than compiling the entire content in a single document. The CEO explained that in the new web version exactly that will be the case.



POLICY MANUAL

CURRENT AS AT 1ST AUGUST 2023



PREFACE

The Policy Manual is the compiled decisions of Council to the Chief Executive Officer (CEO), employees and other officers, detailing how specific matters are to be administered, the standards to apply etc.

Council Policy is over-ridden by –

- Commonwealth and State legislation and regulations,
- the Local Planning Schemes
- Local Laws
- Council resolutions
- Delegations

Council Policy overrides –

- Executive Instructions
- Local Government Guidelines –
 - o although are not decisions of Council, close observance is strongly recommended.
- administrative directions/instructions

The decisions can be made at any time and may be varied at Council's discretion. Council Policy is not binding on the Council, but is binding on employees and officers, unless discretion is stated. Council Policy is to be considered as Council's standing or permanent instructions.

The Local Government Act requires the development of only a few policies, otherwise all policies are at Council's sole discretion.

Policies, Codes or Standards of a local government required by the Local Government Act 1995 include:

- Adoption of an Attendance at Events Policy (S5.90A)
- Adoption of a Council Members, committee members and candidates Code of Conduct (S5.104)
- Adoption of an Employees Code of Conduct (S5.51A), to be made by the CEO
- Adoption of Continuing Professional Development Policy for Elected Members (S5.128)
- Adoption of a Policy relating to employing a CEO or Acting CEO (S5.39A and B and C)
- Adoption of Regional Price Preference Policy (R24C Local Government (Functions and General) Regulations 1996)
- Adoption of a Policy that pays employees more than required by their contract or award (recognition of service / gratuity) (S5.50); and
- Adoption of a Standard for CEO recruitment, performance and termination (based on model) (S5.39B).

Other than the above, policies are generally not required to be based on or in legislation but can be a stand-alone instruction of Council. However, it cannot be inconsistent with legislation.

Within the Policy Manual is a detailed outline of –

- how actions and administrative decisions are to be made,
- when they are to be implemented or made,
- limitations and restrictions etc.

The Policy Statement is resolved by Council. All procedural or reference information, formatting and spelling errors may be amended or updated by the CEO.

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INTRODUCTION

Statutory and Corporate context

The Council is responsible for functions and activities under numerous Acts and other legislation, many of which permit Council to delegate responsibilities and authority to various employees and officers, and to stipulate conditions, standards or methods of control and management.

This Council Policy Manual has been prepared to complement a range of obligations imposed by legislation including local laws, and various document adopted by Council.

The order of priority for compliance is –

1. Federal and State legislation and regulations,
2. the Local Planning Scheme,
3. a specific resolution of Council,
4. Delegations Register – being specific authorisations resolved by Council, and having a statutory context under the Local Government Act,
5. Local Planning Policy – as it is made under the authority of the Local Planning Scheme, by resolution of Council,
6. Council Policy – being instructions resolved by Council on how particular matters are to be dealt with,
7. Executive Instruction – standing instructions or procedures issued by the CEO,
8. Administrative directions or instructions.

Although not decisions of Council, and therefore not a requirement of staff, consideration should be given to the following as being best practice –

- DLGRD Guidelines
- WALGA Councillors Manual, Practice Notes etc.

Unless specifically resolved that the instruction is to be included in the Policy Manual, it is considered that it is for a specific matter, and is not a general or on-going instruction.

There are some policies that have specific legislative provision, and these are noted in the individual policy.

IMPORTANT – Consequences of Breaching Council Policy

Where there is a breach of Council Policy –

- a. it may result in disciplinary action up to and including termination of employment,
- b. the Shire may also be obligated to refer a breach to an external agency where an employee may be held personally liable for their actions;
- c. the employee in breach may also be personally liable for their actions, such costs charged to the Shire or to repair as a result of the private/personal or unauthorised use.

Application – is to staff, not to community

Policy generally cannot be used to control or manage the general community – it is essentially an instruction to staff that in particular circumstances, a specific action or process is to be followed, for instance –

- Hire of facilities – if there is damage, then staff are to invoice the hirer or cancel their booking etc
- Caravan Park Rules – if a patron does not comply with these, staff are to take action
- HR / Personnel policies – outlines the circumstances in which actions are to be taken

- Crossovers – staff may approve if an application complies with requirements, or take action if a crossover does not comply.

A Policy generally cannot be applied directly to the community as they may not be aware of its adoption. The community has to have had the opportunity to be aware of the requirements imposed on them. If a policy is to be applied to the community or to a specific applicant, there are legislative requirements that must be observed.

However, policy may require staff to apply specific conditions to a licence, permit etc, and to provide a written copy of the conditions being applied. These conditions applied are then enforceable.

Advertising of a local law constitutes community wide notification, whether the person is aware of it or not. Accordingly, many policies expand on how a Local Law is to be interpreted or acted upon by staff.

Definitions

The LG Act has not defined the term “delegation” or “delegated power”. However:

- s.5.16 refers to “... the exercise of any of its powers and duties ...”
- s.5.42 refers to “... the exercise of any of its powers or the discharge of any of its duties ...”

The term “policy” is not defined anywhere in the LG Act, however, Departmental guidelines refer to Council “acting through” the administration to fulfil requirements and obligations.

The following terms used in this document apply insofar as they are consistent with enabling legislation –

authority means the permission or requirement for Council, a Committee or a person to act in accordance with –

- the Local Government Act, Regulation or other legislation,
- a delegation made by Council,
- a Council Policy,
- a specific decision of Council, or
- an Executive Instruction.

delegation means the authority for a Committee, the CEO or other person to exercise a power, or discharge a duty, as conferred by absolute majority decision of Council under the provisions of the relevant legislation.

employee means a person employed by the Shire and is on the payroll, and does not include contractors or consultants

Council Policy is a standing instruction resolved by Council as to how a particular matter is to be implemented:

Executive Instruction is a standing instruction issued by the CEO as to how a particular matter is to be implemented.

instruction means the requirement for a staff member to act in accordance with a direction given by the Council, the CEO, senior employee or supervisor.

officer generally only to be used in the context of a formal authorisation, and may include an authorised employee

Guidelines No.17 – Delegations (Department of Local Government)

The Department of Local Government and Communities has published Guidelines for the formation of Delegations.

The Guidelines outline the concept of “delegation” and “acting through” in parts 3 and 4, particularly in paragraph 13 where it is stated –

... the key difference between a delegation and “acting through” is that a delegate exercises the delegated decision making function in his or her own right. The principal issue is that where a person has no discretion in carrying out a function, then that function may be undertaken through the “acting through” concept. Alternatively, where the decision allows for discretion on the part of the decision maker, then that function needs to be delegated for another person to have that authority.

In effect, “acting through” is an action that could reasonably be expected to be carried out as the result of a decision by Council (e.g. advertising of a tender), or as a function reasonably expected of the position that a person holds.

Not all matters which will be recorded in Policy are “acting through” matters. Similarly, not all “acting through” matters will be listed. Council Policy supported by Executive Instructions describe how that action or some other action is to be carried out.

Making, amending and revoking Council Policy

Administrative Policy generally requires approval by a simple majority of Council, and may be made, amended or revoked at any time by Council.

A number of policies are required by legislation to be adopted or amended by absolute majority, and these are referenced in the Notes section of the relevant policy.

Council may impose limitations on Policy or the functions delegated as they see fit.

Review of Council Policy

There is no required timetable for the review of policy, however, it is suggested that it should be done regularly to ensure that policies are relevant, current and understood.

To maintain the Policy Manual up to date, an administrative review should be reviewed at least once a year, and a report made to Council on matters needing amendment or inclusion.

It is suggested that detailed consideration of all policies be undertaken by Council at least once every two years.

SECTION 1 - COUNCIL / GOVERNANCE

LEGAL ADVICE POLICY**PURPOSE**

This policy sets out who may commission advice on behalf of the Shire of Quairading, guidelines as to the kind of issues where advice may be sought and the process for engaging advice.

OBJECTIVE

To manage Council's affairs by employing publicly accountable practices.

POLICY**PRINCIPLES**

- a. A central role of the Chief Executive Officer (CEO) is to provide advice to the Council and as such, it is solely the role of the CEO to commission legal advice on matters relating to the business of the Shire.
- b. The commission of legal advice follows the same procurement requirements as any aspect of Council business.

PROVISIONS**1. Procurement of Legal Advice**

- a. The CEO is to approve the procurement of all legal advice sought by the Shire of Quairading, other than advice relating to the performance of the CEO and/or the relationship between the CEO and the Shire of Quairading Council.
- b. The Council may via formal resolution commission advice relating to the performance of the CEO and the relationship between the CEO and Council, provided it has sought advice via a formal report from the appointed advisor to Council on CEO performance.
- c. Procurement of legal advice must be obtained according to requirements set out under the Purchasing Policy.

2. Recording of Legal Advice

- a. A register of legal advice received by the Shire of Quairading must be maintained. Prior to any decision to procure advice being made, this register must be reviewed to determine whether advice has previously been received.


GUIDELINES

Local Government Act 1995

Purchasing Policy

STATUTORY ENVIRONMENT

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	22/02/2007	204-06/07			
02	Graeme Fardon	27/09/18	41-18/19	<i>Policy Review Project – 5/09/2018</i>		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 22	
04	Nicole Gibbs	24/11/22	126 - 22/23	Biennial Policy Review	Nov 24	

RECORDS MANAGEMENT POLICY

POLICY

This policy establishes the Shire's position in relation to suitable definitions, accessibility to records, destruction of records, management of ephemeral records and training.

Records are recognised as an important information resource for the Shire and it is accepted that sound records management practices will contribute to the overall efficiency and effectiveness of the Shire. Due to legislative requirements, the Shire is obliged to maintain a records management system that completely, accurately and reliably creates and maintains evidential records, and to dispose of those records only through an approved scheme.

This policy applies to all external and internal records, which are handled, received or generated by the Shire, regardless of the physical format or media type.

OBJECTIVES

The objectives of this Recordkeeping Policy are to:

- Operationalise the Shire's Record Keeping Plan;
- Provide record keeping principles and processes that identify, capture and protect the Shire's corporate records of continuing value for legal, financial, administrative, accountability and historical purposes.
- Ensure business transactions and activities are created and managed in a manner that is compliant, relevant, reliable and accurate.
- Ensure the Shire meets its statutory obligations, including those consistent with the *State Records Act 2000*; and
- Define the roles and responsibilities of those individuals who manage or perform recordkeeping processes on behalf of the Shire.

APPLICATION

This Policy applies to all government records created or received by a Shire employee, contractor or an organisation performing outsourced services on behalf of the Shire, regardless of the physical format, storage location or date of creation.

DEFINITIONS

Corporate Record

Means any hard-copy, digital or online record that meets one or more of the following criteria:

- a. It conveys information essential or relevant in decision-making processes.
- b. It conveys information upon which others will, or may, use to make decisions affecting the Shire's operations, rights and obligations under legislation.
- c. It commits the Shire to certain courses of action, the commitment of resources or provision of services.
- d. It conveys information about matters of public safety or public interest, or involves information upon which contractual undertakings are entered into.
- e. The information is likely to be needed for future use or is of historical value.

Ephemeral Records

Means any record that has no continuing value to the Shire, including duplicated records and/or those that have only short-term value with little or no on-going administrative, fiscal, legal, evidential or historical value. The Shire uses the guidelines contained within the General Disposal Authority for Local Government Records to determine which records are considered ephemeral.

General Disposal Authority

Means the General Disposal Authority for Local Government records (the schedule). It is designed to provide consistency throughout Local Governments in disposal activities and decisions. It is a continuing authority for the disposal and archival of records which document a Local Government's operations.

Government Record

Means a record created or received by a government organisation or a government organisation employee in the course of their work for the organisation.

Record

Means any record of information however recorded, and includes:

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

Record Keeping Plan

The Record Keeping Plan ensures that records are created, managed and maintained over time and disposed of in accordance with principles and standards issued by the State Records Commission. It is the primary means of providing evidence of compliance with the Act, and that best practices have been implemented in the organisation.

Records Disposal

Disposal is by way of depositing records in the State Archives, managing the records as designated by State Archives, or by destruction in accordance with policy.

Significant Records

Significant records contain information, which is of administrative, legal, fiscal, evidential or historical value, and are not recorded elsewhere on the public record. They describe a topic, record who was involved, why a decision was made, and may include actual guidelines.

State Record

A parliamentary or government record.

Vital Records

Vital records are essential to the continued business of the Shire. Vital Records include those that protect the rights of the individual and the organisation, and are absolutely essential for reconstruction in the event of a disaster.

ROLES & RESPONSIBILITIES**Elected Members**

All elected members are to create, collect and retain records relating to their role as an Elected Member for the Shire in a manner consistent with legislation and the Shire's procedures for record keeping. Party political and personal records are exempt.

Elected Member's will deliver the records they have received or created in the conduct of their role as soon as practicable to the Chief Executive Officer electronically (via email, dropbox, flashdrive) or in person.

Chief Executive Officer

The Chief Executive Officer is to ensure that an organisational system for the capture and management of records is maintained that is compliant with legislative requirements. In accordance with section 5.41 of the *Local Government Act 1995*, the Chief Executive Officer is to "Ensure that records and documents of the local government are properly kept for the purpose of this act and any other written law."

Management

Management is to ensure that all employees under their supervision comply with this policy, associated records management procedures and the Record Keeping Plan.

All Staff

All staff (including contactors) are to create, collect and retain records relating to Shire business activities they perform. They are to identify significant and ephemeral records, ensure significant records are captured into the record keeping system in place, and that all records are handled in a manner consistent with legislation and the Shire's policies and procedures for record keeping.

RECORD LIFE-CYCLE**Creation of Records**

All Elected members, staff and contractors will create full and accurate records, in the appropriate format, of the Shire's business decisions and transactions to meet all legislative, business, administrative, financial, evidential and historical requirements.

Capture & Control of Records

All records created and received in the course of the Shire's business are to be captured at the point of creation, regardless of format, with required metadata, into appropriate record keeping and business systems that are managed in accordance with sound record keeping principles.

Custodianship of Records

The Shire recognises its records as a government-owned asset and will ensure they are managed as such. Ownership and proprietary interest of records created or collected during the course of business (including

those from outsourced bodies or contractors) is vested in the Shire.

Security & Protection of Records

All Records are to be categorised as to their level of sensitivity and adequately secured and protected from violation, unauthorised access or destruction, and kept in accordance with necessary retrieval, preservation and storage requirements.

Access to Records

Access to the Shire's records by staff and contractors will be in accordance with designated access and security classifications. Access to the Shire's records by the general public will be in accordance with the *Freedom of Information Act 1992* and *Local Government Act 1995*. All such requests are to be administered by the Chief Executive Officer or person designated to act in this position. Access to the Shire's records by elected members will be via the Chief Executive Officer in accordance with the *Local Government Act 1995*.

Appraisal, Retention & Disposal of Records


All records kept by the Shire will be retained and disposed of in accordance with the General Disposal Authority for Local Government Records, produced by the State Records Office of WA.

STATUTORY ENVIRONMENT

The *State Records Act 2000 Act* (the Act) has specific provisions relating to the responsibility to create, manage and dispose of records in accordance with principles and standards issues by the State Records Commission. In accordance with Section 19 of the Act, the Shire will ensure it endorses and maintains a Record Keeping Plan approved by the State Records Commission.

All Elected Members, employees and contractors are responsible for maintaining complete, accurate and reliable evidence of all business transactions, and ensuring all corporate records are retained within the Shire's official recordkeeping systems at the point of creation, regardless of the format, being in accordance with the following:

- *Criminal Code Act 1913*
- *Electronic Transactions Act 2011*
- *Evidence Act 1906*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Limitations Act 2005*
- *Local Government Act 1995*

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	29/05/08	299-07/08			
02	Graeme Fardon Consultant Kim Boulton	20/12/18	115-18/19	<i>Policy Review Project – 20/09/2018</i>		
03	Graeme Fardon	27/02/20	119-19/20	Policy to be amended as per Consultant IRIS recommendation.	Feb 22	
04	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 22	
05	Nicole Gibbs	26/05/2022	182-21/22	Policy review	May 24	

MEMBER POLICY – COUNCIL FORUMS

PURPOSE

Council Forums enable Council Members and the Administration to meet informally to exchange information, discuss strategic concepts, develop mutual understanding and consensus views as set out in the Local Government Guideline Number 5 – Council Forums.

OBJECTIVE

This policy establishes the Shire's Council Forums governance framework consistent with Department of Local Government Guideline Number 5 – Council Forums.

DEFINED TERMS

"**Council Forum Program**" provides the order of matters for discussion at a Forum and is named as such so that a distinction can be made between a Council Forum Program where no decisions are made by Council and a Council Meeting Agenda where decisions are made by Council in the form of Council Resolutions.

"**Presentations**" is included as a heading within the Council Forum Program for the purpose of (Consultants and/or the CEO and his Senior Management Team) making "presentations" in relation to matters for discussion as described below. Note: "Presentations" means the act of presenting information on a particular topic.

"**Public Questions**" is included as a heading within the Council Forum Program for the purpose of an individual member of the public using the opportunity to ask a question relating to a matter included in the Council Forum Program. Public Questions may be made in accordance with Council's Public Question Time Information Sheet Guidelines.

"**Submissions**" is included as a heading within the Council Forum Program for the purpose of an individual member of the public, who can demonstrate that they may be affected (whether adversely or favourably) by a matter included in the Council Forum Program, making a submission. Public submissions may be made in accordance with Council's Public Submission Information Sheet Guidelines.

"**Concept Forum**" is a heading in the Council Forum Program to provide opportunity to discuss Concept Forum Items which:

- a. Provide an opportunity for the Chief Executive Officer and the Executive Management Team to inform Councillors of significant and strategic matters, provide updates on major projects, and introduce and consult on matters that will be provided for consideration at a future Council meeting.
- b. Enable Councillors to identify matters for future consideration by Council.
- c. Enable Councillors to ask questions and seek additional information in respect to matters for future consideration by Council.
- d. Enable the administration to obtain guidance through Council Member consensus in respect to the early development of matters for future consideration by Council.
- e. Enable, where required, external consultants to provide presentations to Council on matters for future consideration by Council.
- f. Provide an opportunity to discuss, propose, formulate philosophies, ideas, strategies and concepts for the good government of local government and the district that it serves.

"**Confidential Matters**" - both agenda and Concept Forums may include Confidential Matters, which are determined in accordance with Section 5.93 of the *Local Government Act 1995*.

POLICY STATEMENT

The following provisions establish the governance framework by which the Shire will conduct Council Forums:

- a. The chairperson for the forum will be elected by Council. In the chair's absence, Councillors in attendance at the forum will elect a Councillor to preside at the forum.
- b. The Council Member, Committee Member and Candidate Code of Conduct and the Employee Code of Conduct apply respectively to Council Member and staff participation in a Council Forum.
- c. The chair of the Council Forum will facilitate the meeting's progress through the order of business listed in the Council Forum Program.
- d. The chair will maintain order of persons in attendance and all persons in attendance must comply with the directions of the chair.
- e. Elected members, staff consultants and other participants are to disclose direct and indirect financial or proximity interests and interests affecting impartiality in relation to matters discussed at forums.
 - i. Persons disclosing a direct or indirect financial or proximity interest are required to leave the room while the matter in which they have declared an interest is discussed.
- f. Forums are not formal Council meetings and therefore debate of items included in a Council agenda and decision making (resolutions) are prohibited at Council Forums.
- g. All questions and discussions are to be directed through the chair.
- h. Council Forums will be open to the public, except when matters of a confidential nature are discussed. The chairperson is to be guided by the principles set out in, subject to the provisions of Section 5.23 of the *Local Government Act 1995*.
- i. Where a confidential matter is to be discussed, the forum will when determining when to go behind closed doors, meaning members of the public will be required to leave the meeting venue and will only be asked to return after discussion of confidential matters has been concluded.
- j. Notes are to be retained in respect to the business of the Council Forum. The notes are to include a precis of the information exchanged or provided in the forum. The notes are to be distributed within five days following the Council Forum. The notes are to be tabled and be "received" by Council at its next Ordinary Meeting of Council.
- k. Where a particular idea or concept is raised at a Council Forum and is consensually agreed by Council to be worthy of further Council discussion and/or deliberation, Shire officers will be asked to prepare a discussion paper which sets out salient points relevant to the idea or concept.
- l. Where a discussion paper is produced for presentation at a Council Forum, a Consensus Forum Outcome shall be recorded in a Council Forum Outcomes schedule.
- m. Any Consensus Forum Outcome arising as a consequence of the presentation of a discussion paper to a Council Forum shall be tabled at the next available Council meeting in the form of an agenda item, with the resulting officer recommendation reflecting the Consensus Forum Outcome arising from the Council Forum.
- n. No formal decisions will be made at Council Forums. All outcomes arising from Council Forums will be by consensus agreement amongst those Councillors present.

Council Forum Program

The Council Forum Program is to consist of the following headings:

1. **DECLARATION OF OPENING**
2. **RECORD OF ATTENDANCE/APOLOGIES**
3. **DECLARATIONS OF INTEREST**
4. **PRESENTATIONS**
5. **PUBLIC QUESTIONS (relating to the contents of the program)**
6. **PUBLIC SUBMISSIONS (relating to the contents of the program)**
7. **CONCEPT FORUM MATTERS**
8. **CONFIDENTIAL MATTERS**
9. **COUNCILLOR UPDATE ON MEETINGS ATTENDED**
10. **MEETING CLOSURE**

Distribution of Program

The Council Forum Program is to be distributed to Elected Members at least three days prior to the meeting.

Council Forum Schedule

- a. Council Forums are to be convened two weeks prior to a scheduled Ordinary Meeting of Council;
and
- b. Council may set the date, time and duration of Council Forums when adopting its meeting schedule for Ordinary Meetings of Council.


GUIDELINES

Department of Local Government Guideline Number 5 – Council Forums

Local Government Act 1995

STATUTORY ENVIRONMENT

Department of Local Government Guideline Number 5 – Council Forums.

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Neville Hale (ACEO)	28/09/17	56-17/18	New Policy		
02	Graeme Fardon	27/09/18	41-18/19	<i>Policy Review Project – 1/09/2018</i>		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 2020	
04	Nicole Gibbs	27/4/23	215-22/23	Biennial Policy Review/convening of Concept Forum	April 2025	

ELECTED MEMBERS CONTINUING PROFESSIONAL DEVELOPMENT POLICY

PURPOSE

To ensure that Elected Members understand their obligations as Elected Members, make well informed decisions and effectively represent their constituents, and that the Shire provides support for Elected Members to attend conferences, seminars, training and other professional development opportunities in order to develop and enhance their knowledge pertaining to their role.

SCOPE

The *Local Government Act 1995* requires all Elected Members to undertake compulsory training within 12 months of them being elected.

The Shire of Quairading is required under the *Local Government Act 1995* to adopt and report on training and continuing professional development for Elected Members of the Shire of Quairading.

POLICY

This policy applies to Elected Members of the Shire of Quairading (the Shire).

1. Compulsory Elected Member Training

Elected Members of the Shire have significant and complex roles that require a diverse skillset.

All Elected Members elected to Council following the 2019 Election are required under the *Local Government Act 1995* s5.126(1) and Local Government (Administration) Regulation 1996 r.35 to complete the Council Member Essentials Course, unless they meet limited exemptions. The training is valid for five years so an Elected Member is only required to undertake the training at every second election. The course must be completed within 12 months of appointment to Council.

2. Continuing Professional Development

- a. The Shire is committed to supporting the Continuing Professional Development of Councillors to the benefit of Council, the Shire and the community.
- b. Continuing Professional Development can take several forms including formal qualifications, short-courses, seminars and conferences. Training must relate to the professional development of Councillors in their role as a Councillor.
- c. Continuing Professional Development should be delivered by industry recognised training providers, peak bodies or professional organisations.
- d. In accordance with section 5.128 of the *Local Government Act 1995*, Elected Members are encouraged to identify their individual continuing professional development needs to enhance their effectiveness and address skill gaps as required.
- e. As the needs of individual Elected Members may vary, each Elected Member is encouraged to seek the assistance of the CEO and Shire President in analysing their particular requirements and in identifying appropriate courses, seminars and training to meet those needs.
- f. In determining the professional development activities for individuals, Elected Members should consider the current or future strategic direction and activities of the Shire and its priorities and the skills that will be needed to give effect to the direction.

- g. Training that will exceed the allocated budget amount may only be approved by resolution of Council.

3. 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.

4. Sharing of knowledge

In order to realise the maximum benefit for the Shire, Council Members will provide a report on their attendance, key features and benefits of the training or professional development within a reasonable period after completion. Council Members may include ideas and innovations identified through the professional development for discussion at future Council Information Sessions, where the matter relates to the Shire's strategic objectives.

Knowledge sharing may be provided as a presentation or verbal update to an informal Council Information Session, 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.

5. Reporting

The Shire is required to report annually on training undertaken by each Elected Member during each financial year, in accordance with s.5.127 of the Act. Completed training for that financial year is to be published on the Shire's website within one month of the end of the financial year. This is to include the Council Member Essentials Course and any continuing professional development undertaken by Elected Members.

GUIDELINES

Part 5, Division 10 of the Local Government Act 1995

Part 10 of the Local Government (Administration) Regulations 1996

Under section 5.128 of the Local Government Act 1995 adoption and modification of this policy requires an Absolute Majority decision by Council.

Policy must be reviewed at least once after each ordinary election.

Policy may be reviewed at any other time.

STATUTORY ENVIRONMENT

Local Government Act 1995

Part 5 Division 10 – Training & Development

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Review
01	Graeme Fardon	26/03/20	133-19/20	New Policy		
02	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 22	
03	Graeme Fardon	16/12/21	97-21/22	Legislative requirement - <i>Local Government Act 1995</i> s5.128 (5a)	Dec 23	

CODE OF CONDUCT BEHAVIOUR COMPLAINTS MANAGEMENT POLICY

OBJECTIVE

To establish, in accordance with Regulation 15(2) of the *Local Government (Model Code of Conduct) Regulations 2021*, the procedure for dealing with complaints about alleged breaches of the behaviour requirements included in Division 3 of the Shire of Quairading Code of Conduct for Council Members, Committee Members and Candidates.

To give effect to the Shire's commitment to an effective, transparent, fair and accessible complaints handling process that supports high standards of behaviour of Council Members, Committee Members and Candidates.

SCOPE

This Policy applies to complaints made in accordance with Clause 11 of the Shire of Quairading Code of Conduct for Council Members, Committee Members and Candidates.

This Policy applies to Council Members, Committee Members and Candidates and any person who submits a complaint in accordance with this Policy.

DEFINITIONS

Act means the *Local Government Act 1995*.

Complaints Officer means a person authorised in writing by *Council Resolution* under Clause 11(3) of the Code of Conduct to receive complaints and withdrawals of complaints. The role of the Complaints Officer is addressed in Part 2.1 of this Policy. The Chief Executive Officer has been appointed by Council as the Complaints Officer.

Breach means a breach of Division 3 of the Shire of Quairading Code of Conduct for Council Members, Committee Members and Candidates.

Candidate means a candidate for election as a Council Member, whose nomination has been accepted by the Returning Officer under s.4.49 of the Act, but does not include a Council Member who has nominated for re-election. A person is a Candidate from the date on which their nomination is accepted, until the Returning Officer declares the election result in accordance with s.4.77 of the Act.

Candidate Complaint means a Complaint alleging a Breach by a Candidate. Candidate Complaints are dealt with in Part 3.2 of this Policy.

Code of Conduct means the Shire of Quairading Code of Conduct for Council Members, Committee Members and Candidates.

Committee Member means a Council Member, employee of the Shire of Quairading or other person who has been appointed by the Council to be a member of a Committee, in accordance with s.5.10(1) of the Act. A person is a Committee Member from the date on which they are appointed, until their appointment expires or is terminated by Council resolution.

Complaint means a complaint submitted under Clause 11 of the Code of Conduct.

Complainant means a person who has submitted a Complaint in accordance with this Policy.

Complaint Assessor means a person appointed by the Complaints Officer in accordance with Part 2.3 and Part 3.8 of this Policy.

Complaint Documents means the Complaint Form and any supporting information, evidence, or attachments provided by the Complainant.

Complaint Form means the form approved by Council under clause 11(2)(a) of the Code of Conduct.

Council means the Council of the Shire of Quairading.

Council or Committee Meeting means a formal meeting of the Council or a Committee that is called and convened in accordance with the Act. It does not include informal meetings, such as workshops or briefings.

Council Member means a person who is currently serving a term of office as an elected member of the Council in accordance with the Act.

Finding means a finding made in accordance with clause 12(1) of the Code of Conduct as to whether the alleged Breach has or has not occurred.

Mediator means a person appointed by the Complaints Officer in accordance with Part 2.2 and Part 3.6 of this Policy.

Plan means a Plan that may be prepared and implemented under clause 12(4)(b) of the Code of Conduct, to address the behaviour of the person to whom the complaint relates (the Respondent), if a Finding has been made that a Breach has occurred.

Respondent means a person who is the subject of a Complaint made in accordance with this policy.

Response Documents means the response provided by the Respondent to the Complaint, and includes any supporting information or evidence that is supplied.

POLICY

1. Principles

1.1 Procedural fairness

The principles of procedural fairness, or natural justice, will apply when dealing with a Complaint under this Policy. In particular:

- 1.1.1 the Respondent will be afforded a reasonable opportunity to be heard before any findings are made, or a plan implemented;
- 1.1.2 the decision maker should be objective and impartial, with an absence of bias or the perception of bias; and
- 1.1.3 any findings made will be based on proper and genuine consideration of the evidence.

1.2 Consistency

The application of this Policy should lead to consistency in process and outcomes. While each Complainant and Respondent will be dealt with according to their circumstances, and each Complaint considered and determined on its merits, similar circumstances will result in similar decisions.

1.3 Confidentiality

The Shire of Quairading will take all reasonable steps to maintain confidentiality when dealing with the Complaint, in order to protect both the Complainant and Respondent.

Council Members, Local Government employees and contractors who have a role in handling a specific complaint will be provided with sufficient information to fulfil their role. They must manage this information securely, and must not disclose or inappropriately use this information.

Complainants will be advised of the level of confidentiality they can expect, and that breaches of confidentiality on their part may prejudice the progress of their Complaint.

1.4 Accessibility

The Shire of Quairading will ensure that information on how to make a complaint, including this Policy, is available at the Shire's Administration Centre and on the Shire's website.

Any person wishing to make a complaint may contact the Complaints Officer if they require assistance in completing the complaint form or otherwise navigating the complaints process.

2. Roles

2.1 Complaints Officer

The Complaints Officer:

- 2.1.1 is authorised in accordance with clause 11(3) of the Code of Conduct to accept complaints and withdrawal of complaints.
- 2.1.2 is not an advocate for the Complainant or the Respondent. The Complaints Officer provides procedural information and assistance to both Complainant and Respondent.
- 2.1.3 will liaise with and provide administrative support to a Complaint Assessor or Mediator appointed under this Policy.
- 2.1.4 will liaise with the Local Government to facilitate the calling and convening of Council, if required.

In undertaking their functions, the Complaints Officer will apply the Principles of this Policy.

2.2 Complaints Mediator

The Complaints Mediator:

- 2.2.1 is appointed by the Complaints Officer in accordance with Part 3.6 of this Policy.
- 2.2.2 is an impartial third party who will undertake the functions specified in this Policy and in undertaking their functions will apply the Principles of this Policy.
- 2.2.3 will liaise with the Complaints Officer to manage the administrative requirements of dealing with the complaint in accordance with this Policy.
- 2.2.4 Complaint Assessor

2.3 The Complaint Assessor:

- 2.3.1 is appointed by the Complaints Officer in accordance with Part 3.8 of this Policy.
- 2.3.2 is an impartial third party who will undertake the functions specified in this Policy. In undertaking their functions, the Complaint Assessor will apply the Principles of this Policy.
- 2.3.3 will liaise with the Complaints Officer to manage the administrative requirements of dealing with the complaint in accordance with this Policy.

PROCEDURE

3. Process

3.1 Making a complaint

Any person may make a complaint alleging that a Council Member, Committee Member or Candidate has behaved in a way that constitutes a breach of Division 3 of the Code of Conduct.

A Complaint:

- 3.1.1 must be made within one (1) month after the alleged Breach.
- 3.1.2 must be made by completing the Complaint About Alleged Behaviour Breach Form (Complaint Form) in full and providing the completed forms to the Complaints Officer.
- 3.1.3 must be made in accordance with the Complaint Form and specify which requirement(s) of the Code of Conduct is alleged to have been breached.
- 3.1.4 is required to include the name and contact details of the Complainant therefore anonymous complaints cannot be accepted.

Where a Complaint Form omits required details, the Complaints Officer will invite the Complainant to provide this information in order for the Complaint to be progressed.

Where a Complaint is made more than 1 month after the alleged breach, the Complaints Officer will give the Complainant written notice that the Complaint cannot be made.

3.2 Candidate Complaints

A Complaint in relation to a Candidate must be made in accordance with Part 3.1, above, but cannot be dealt with unless the Candidate is subsequently declared elected as a Council Member.

Within 7 days after receiving a Candidate Complaint, the Complaints Officer will provide written notice:

- 3.2.1 To the Complainant confirming receipt, and advising of the procedure for candidate complaints; and
- 3.2.2 To the Respondent, including a summary of the complaint, and advising of the procedure for candidate complaints.

No action will be taken until the results of the election are declared by the Returning Officer. If the respondent is elected, then the complaint will be dealt with in accordance with this Policy. Timeframes that would otherwise commence on the receipt of a Complaint will be taken to commence on the election date.

If the Respondent is not elected, the Complaints Officer will provide the Complainant with notice that the Respondent has not been elected and that the Complaint cannot be dealt with.

3.3 Withdrawing a Complaint

A Complainant may withdraw their Complaint at any time before a Finding has been made in relation to the Complaint.

A Complainant may withdraw a Complaint by advising the Complaints Officer in writing that they wish to do so.

After receiving a written withdrawal of the Complaint, the Complaints Officer will take all necessary steps to terminate the process commenced under this Policy.

3.4 Notice to Complainant

Within 7 days after receiving a Complaint, the Complaints Officer will provide written notice to the Complainant that:

- 3.4.1 confirms receipt of the Complaint;
- 3.4.2 outlines the process that will be followed and possible outcomes;
- 3.4.3 explains the application of confidentiality to the complaint;

- 3.4.4 includes a copy of this Policy; and
- 3.4.5 if necessary, seeks clarifications or additional information.

If the Complaint Form indicates that the Complainant agrees to participate in Mediation, the Complaints Officer will advise the Complainant of the process in accordance with Part 3.6 of this Policy.

3.5 Notice to Respondent

Within 14 days after receiving a Complaint, the Complaints Officer will provide written notice to the Respondent that:

- 3.5.1 advises that a Complaint has been made in accordance with the Code of Conduct and this Policy;
- 3.5.2 includes a copy of the Complaint Documents;
- 3.5.3 outlines the process that will be followed, the opportunities that will be afforded to the Respondent to be heard and the possible outcomes;
- 3.5.4 includes a copy of this Policy; and
- 3.5.5 if applicable, advises that further information has been requested from the Complainant and will be provided in due course.

If the Complainant has agreed to participate in Mediation, the Complaints Officer will ask the Respondent if they are also willing to participate in accordance with Part 3.6 of this Policy.

3.6 Mediation

The Shire recognises that Mediation may support both parties reaching a mutually satisfactory outcome that resolves the issues giving rise to the Complaint. Mediation requires the consent of both parties to the Complaint and may not be appropriate in all circumstances.

To commence the process, the Complaints Officer will, as the first course of action upon receiving a Complaint, offer the Complainant and the Respondent the option of Mediation. If both parties agree to participate in Mediation, the Complaints Officer will:

- 3.6.1 pause the formal process and appoint a suitably qualified and experienced Complaint Mediator, in accordance with the Shire's Purchasing Policy
- 3.6.2 Endeavour to appoint a Complaint Mediator within a reasonable period; and
- 3.6.3 Provide written notice of the appointment to the Complainant and the Respondent.

The objective of Mediation will be to reach an agreed resolution that satisfies the Complainant that the formal process is no longer required, allowing them to withdraw the Complaint, in accordance with Part 3.3 of this Policy. For example, an offer by a Respondent to issue a voluntary apology in response to a Complaint, even in the absence of a request from the Complainant, qualifies for consideration as Mediation.

If Mediation is commenced, both the Complainant and Respondent may decline to proceed with the process at any time. The process may also be terminated on the advice of a third party who is providing assistance to the Local Government, such as a Mediator.

If Mediation is terminated or does not achieve an agreed outcome that results in the withdrawal of the Complaint, the Complaints Officer will resume the formal process required under this Policy.

If Mediation is successful, the Complaints Officer is to provide a Confidential Report to the next Council Meeting.

3.7 Order of Complaints

Complaints will normally be dealt with in the order in which they are received.

If more than one Complaint is received that relates to the same alleged behaviour, the Complaints Officer may decide to progress those Complaints concurrently.

3.8 Appointment of Complaints Assessor

If Mediation is not commenced, is terminated or does not achieve an agreed outcome resulting in the withdrawal of the Complaint, the Complaints Officer will:

- 3.8.1 appoint a suitably qualified and experience Complaint Assessor, in accordance with the Shire's Purchasing Policy.
- 3.8.2 endeavour to appoint a Complaint Assessor within a reasonable period.
- 3.8.3 provide written notice of the appointment to the Complainant and the Respondent.

3.9 Search of Local Government Records

The Complaint Assessor may request the Complaints Officer to search for any relevant records in the Shire's Record Management System.

In particular, if the behaviour is alleged to have occurred at a Council or Committee Meeting, the Complaints Officer will be requested to identify any Local Government records that provide evidence that may support a decision as to whether:

- 3.9.1 the behaviour occurred at a Council or Committee Meeting,
- 3.9.2 the behaviour was dealt with by the person presiding at the meeting.
- 3.9.3 The Complaints Assessor is to provide the Complainant and Respondent with a copy of any records that are identified. In addition, where a clarification or additional information has been sought from the Complainant by either the Complaints Officer or the Complaint Assessor, copies must also be provided to the Respondent.

3.10 Assessment of the Complaint

The Complaint Assessor is to undertake an assessment of the Complaint in accordance with the process outlined in the Notices given under Part 3.4 and Part 3.5 of this Policy.

The Complaint Assessor is to ensure that the Complainant and Respondent are provided with a reasonable opportunity to be heard before forming any opinions, or drafting the Complaint Report or recommendations.

3.11 Complaint Report

The Complaint Assessor will prepare a Complaint Report that will:

- 3.11.1 outline the process followed, including how the Complainant and Respondent were provided with an opportunity to be heard;
- 3.11.2 include the Complaint Documents, the Response Documents and any relevant Local Government Records as attachments; and
- 3.11.3 include recommendations on each decision that may be made by Council; and
- 3.11.4 include reasons for each recommendation, with reference to Part 4 of this Policy.

If the Complaint Report recommends that a Plan is prepared and implemented in accordance with clause 12(4)(b) of the Code of Conduct and Part 4.4 of this Policy, the Complaint Report must include a Proposed Plan.

The Complaint Assessor will liaise with the Complaints Officer to include the Complaint Report in the Agenda for a meeting of the Council. The Complaints Officer will be responsible for preparation

of an Officer Report with the Complaint Report provided as a confidential attachment. The Officer Report is to be presented no later than 1 month after receipt of the Complaint Report from the Complaints Assessor.

Report to include:

- 3.11.5 A copy of the Complaint
- 3.11.6 The Complaint Report from the Complaints Assessor
- 3.11.7 Any submissions received or other communications from the Complainant and Respondent during the complaint assessment process;
- 3.11.8 A recommendation on the question whether a behaviour breach has occurred;
- 3.11.9 A recommendation as to whether any and if so, what further action is required; and
- 3.11.10 If further action is required, a recommendation must be provided to Council on an action plan to address the behaviour of the person that the complaint relates to.

3.12 Compliance with Plan Requirement

The Complaints Officer will monitor the actions in timeframes set out in a Plan.

Failure to comply with a requirement included in a Plan is a minor breach under section 5.105(1) of the Act and clause 23 of the Code of Conduct.

The Complaints Officer must provide a report advising Council of any failure to comply with a requirement included in a Plan.

3.13 Action Plan

The Proposed Action Plan:

- 3.13.1 may include requirements for the Respondent to do one (1) or more of the following:
 - 3.13.1.1 engage in mediation;
 - 3.13.1.2 undertake counselling;
 - 3.13.1.3 undertake training;
 - 3.13.1.4 take other action the Council considers appropriate (e.g. an apology); and
- 3.13.2 should be designed to provide the Respondent with the opportunity and support to demonstrate the professional and ethical behaviour expected of elected representatives expressed in the Code of Conduct; and may also outline:
 - 3.13.2.1 the actions to be taken to address the behaviour(s);
 - 3.13.2.2 who is responsible for the actions;
 - 3.13.2.3 any assistance the Local Government will provide to assist achieve the intent of the Plan; and
 - 3.13.2.4 a reasonable timeframe for the Plan action(s) to be addressed by the Respondent.

4. Decision Making

4.1 Objective and Principles

All decisions made under this Policy are to reflect the Policy Objectives and the Principles included in Part 1 of this Policy and in reference to Division 2 – General Principles of the Code of Conduct.

4.2 Dismissal of Complaint

Council must dismiss a Complaint in accordance with clause 13(1)(a) and (b) of the Code of Conduct if it is satisfied that -

- 4.2.1 the behaviour to which the Complaint relates occurred at a Council or a Committee Meeting; and either —
 - 4.2.1.1 the behaviour was dealt with by the person presiding at the meeting; or
 - 4.2.1.2 the Respondent has taken the required remedial action.

4.3 Finding

A Finding that the alleged behaviour 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. This may involve first considering whether the behaviour occurred, on the balance of probabilities, and then whether that behaviour constituted a breach of a requirement of Division 3 of the Code of Conduct. The Council will have due regard to the Findings of the Complaints Assessor, however are not bound to adopt the recommendations provided within the Complaint Report.

In determining whether an alleged breach has occurred, Council may resolve to:

- 4.3.1 dismiss the Complaint in accordance with Part 4.2 of this Policy; or
- 4.3.2 find that the alleged breach has not occurred and take no further action; or
- 4.3.3 find that the alleged breach has occurred.

The Council meeting minutes are to reflect the Council's Finding and the reasons for the Council's Finding.

4.4 Actions resulting from determining an Alleged Breach has occurred

If the Council makes a finding that the alleged breach has occurred, it must:

- 4.4.1 resolve to take no further action; or
- 4.4.2 resolve to prepare and implement an action plan to address the behaviour of the person to whom the Complaint relates.

In determining whether to take no further action or prepare and implement an Action Plan, the Council may consider:

- 4.4.3 the nature and seriousness of the breach(es);
- 4.4.4 the Respondent's submission in relation to the contravention;
- 4.4.5 whether the Respondent has breached the Code of Conduct knowingly or carelessly;
- 4.4.6 whether the Respondent has breached the Code of Conduct on previous occasions;
- 4.4.7 likelihood or not of the Respondent committing further breaches of the Code of Conduct;
- 4.4.8 personal circumstances at the time of conduct;
- 4.4.9 need to protect the public through general deterrence and maintain public confidence in Local Government; and
- 4.4.10 any other matters which may be regarded as contributing to or the conduct or mitigating its seriousness.

If the Council resolves to prepare and implement an action plan to address the behaviour of the person to whom the Complaint relates, the action plan can either be:

- 4.4.11 The proposed action plan as recommended by the Complaints Assessor without modifications; or

- 4.4.12 The proposed action plan as recommended by the Complaints Assessor with modifications; or
- 4.4.13 An action plan determined by Council, in consideration of the requirements of Part 3.13 of this policy.

Prior to resolving to prepare and implement an action plan which is materially different from any proposed action plan recommended (if any) by the Complaints Assessor, the Council will provide an opportunity to the Respondent to make a submission on the Council’s proposed action plan. In providing an opportunity for the Respondent to make a submission, Council may adjourn any further consideration on the matter for no more than 14 days.

The Council meetings minutes are to reflect the actions resolved by Council to address the behaviour of the person to whom the Complaint relates, if it has resolved an alleged breach has occurred.

4.5 Plan Requirements

The Proposed Plan may include requirements for the Respondent to do one (1) or more of the following:

- 4.5.1 engage in mediation;
- 4.5.2 undertake counselling;
- 4.5.3 undertake training;
- 4.5.4 take other action the Council considers appropriate (e.g. an apology).

The Proposed Plan should be designed to provide the Respondent with the opportunity and support to demonstrate the professional and ethical behaviour expected of elected representatives expressed in the Code of Conduct.

The Proposed Plan may also outline:

- 4.5.5 the actions to be taken to address the behaviour(s);
- 4.5.6 who is responsible for the actions;
- 4.5.7 any assistance the Local Government will provide to assist achieve the intent of the Plan; and
- 4.5.8 a reasonable timeframe for the Plan action(s) to be addressed by the Respondent.

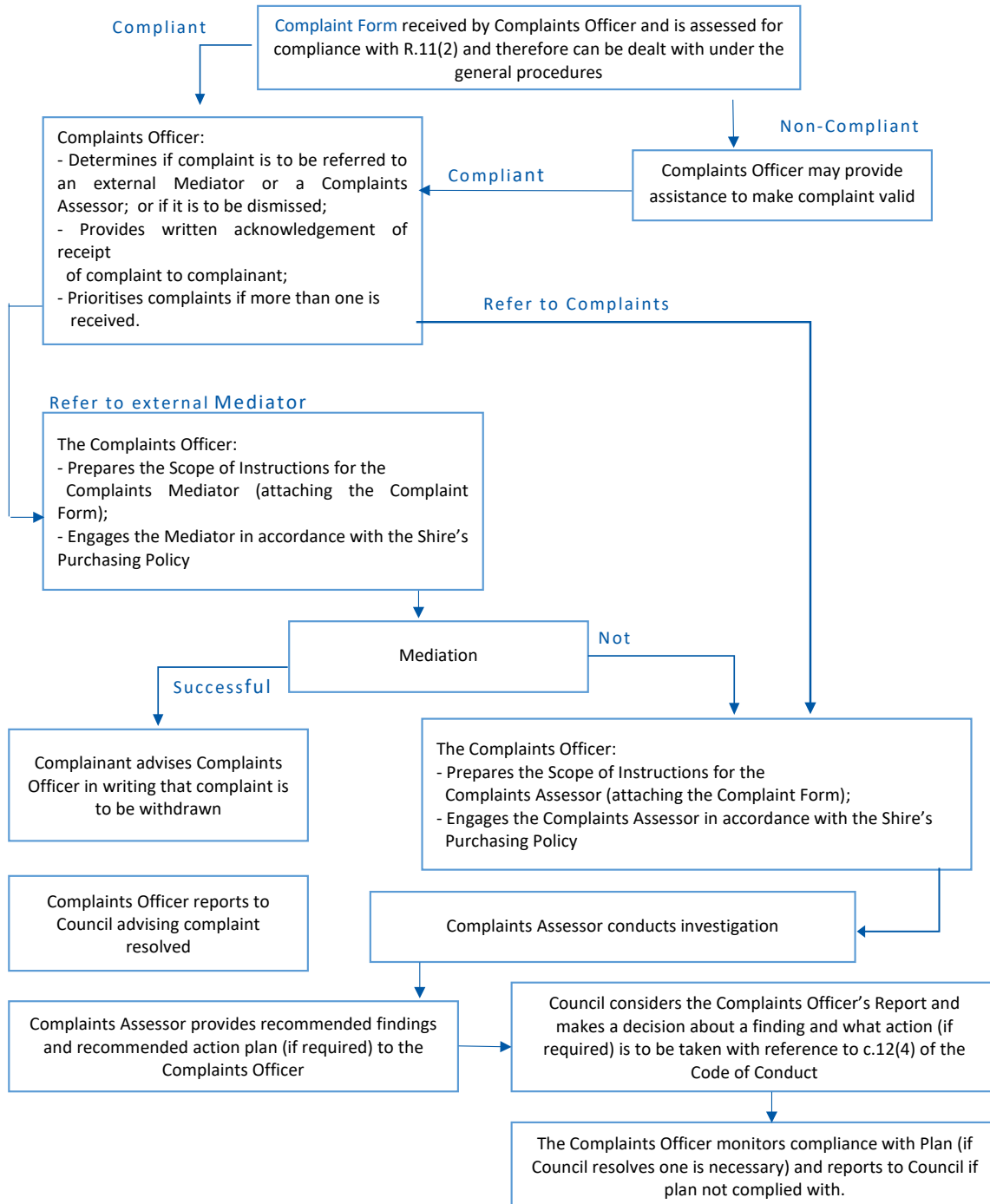
5. Implementing Council’s Findings and Actions

5.1 Advice to Complainant and Respondent on Council’s Findings

When the Council makes a finding in relation to a Complaint, the Complaints Officer must give the Complainant and the Respondent written notice of –

- 5.1.1 the finding and the reasons for the finding as determined under Part 4.3 of this Policy; and
- 5.1.2 if the finding is that the alleged breach has occurred, Council’s decision on the Actions determined under Part 4.4.

COMPLAINTS PROCESS



GUIDELINES

Local Government Act (1995)

Local Government (Model Code of Conduct) Regulations 2021

STATUTORY ENVIRONMENT

Local Government Act (1995)

Local Government (Model Code of Conduct) Regulations 2021

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	29/7/2021	07-21/22	New Legislation	Dec 23	

EXECUTION OF DOCUMENTS POLICY

OBJECTIVE

To provide guidance on the appropriate method of execution of documents and use of the common seal.

POLICY STATEMENT

Documents executed by the Shire of Quairading (Shire) will be executed in accordance with the *Local Government Act 1995* (Act), and the provisions set out in this Policy. Section 9.49A(1) of the Act provides that a document will be considered duly executed by a local government if:

- a. The common seal is validly affixed to it; or
- b. It is signed by an officer authorised by the Council to do so.

SCOPE

This Policy applies to all Shire officers preparing documents for execution and/or who have been authorised through the provisions of this Policy to execute documents on behalf of the Shire. Any legislation, formal requirements of a Commonwealth or State department, authority or agency (as described in a Policy or procedure) or Council decision will take precedent over this Policy in the event of any inconsistency.

The Policy covers three categories of documents as outlined below and is supported by the Execution of Documents Management Procedure, which should be read in conjunction with this Policy.

POLICY

1. Category 1 Documents

Category 1 documents require the Shire's common seal to be affixed. For this to occur in accordance with the Act, the common seal must be affixed in the presence of:

- a. The President; and
- b. The CEO or an Executive Manager.

Category 1 documents require at least two specific resolutions of Council:

- a. The decision to do the act or enter an agreement; and
- b. The approval to execute the document related to the above decision in accordance with this policy.

Following is a list of documents that are Category 1 documents:

- a. Mortgage documents;
- b. Landgate Transfer of Land forms;
- c. Local planning schemes and amendments;
- d. Local laws;
- e. Loan documentation relating to loans which Council has resolved to raise; and
- f. Documents which, in the opinion of the CEO, an Executive Manager and/or legal advice, are sufficiently complex, high risk and/or significant in nature to warrant the affixing of the common seal.

2. Category 2 Documents

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

Under section 9.49(A)(4) of the Act, Council authorises those officers listed in the table below to sign documents on behalf of the Shire. These authorisations do not undermine any delegations which may be in place.

	Description	Authority to Execute
1	Offer and Acceptance forms and associated documents required to enact a decision of Council to purchase or sell land. This does not include mortgage and Transfer of Land document which are Landgate forms listed as Category 1 documents.	CEO.
2	Documents required to enact a decision of Council, which are not Category 1 documents.	CEO; any Executive Manager.
3	General deeds, legal and service agreements	CEO; any Executive Manager
4	Leases, licenses and access agreements, and associated documents.	CEO; any Executive Manager
5	Documents required to enact a decision made under delegated authority or as a condition of approval given under delegated authority.	CEO; any Executive Manager
6	Documents required when the Shire owns land.	CEO; any Executive Manager
7	Documents required when the Shire manages land under a management order	CEO; any Executive Manager
8	Documents prepared for registration at Landgate. The above authorisation does not extend to: <ul style="list-style-type: none"> • mortgage documents; and • Transfer of Land forms which are category 1 documents. 	CEO; any Executive Manager
9	Indemnity given by the Shire to a third party.	CEO; any Executive Manager
10	Memorandums of Understanding and other statements of intent and terms and conditions.	CEO; any Executive Manager

Where a Category 2 document falls into more than one descriptor, the lowest organisational level prescribed is authorised to sign.

3. Category 3 Documents

Category 3 documents are documents that are created in the normal course of business to discharge the duties of an officer’s position in a manner consistent with Shire policies and procedures. Category 3 documents are to be executed by the CEO, a Director or Manager, or a Shire officer where the authority and accountability has been extended through an authorisation, policy, procedure, or a position description. It is therefore important to have a good knowledge of the documents that relate to the team which is responsible for the document.

IMPLEMENTATION

The actions for the implementation of this Policy are detailed in the Execution of Documents Management Procedure.

ROLES AND RESPONSIBILITIES


The common seal is in the custody of the Office of the President which is responsible for arranging the affixing of the common seal to documents. A record of its use is kept in the Shire’s Common Seal Register.

RESPONSIBILITY FOR IMPLEMENTATION

CEO

STATUTORY ENVIRONMENT

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Nicole Gibbs	29/09/2022	65 - 22/23	New Policy	Sept 24	

TEMPORARY EMPLOYMENT OR APPOINTMENT OF CEO POLICY

OBJECTIVE

To establish policy, in accordance with Section 5.39C of the *Local Government Act 1995* ('the Act'), that details the Shire of Quairading's 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.

SCOPE

This policy applied to the statutory position of Chief Executive Officer (CEO) of the Shire of Quairading.

DEFINITIONS

Acting CEO means a person employed or appointed to fulfil the statutory position of CEO during a period where the substantive CEO remains employed but is on planned or unplanned leave.

Temporary CEO means a person employed or appointed to fulfil 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.

POLICY

1. Acting and temporary CEO requirements and qualifications

- 1.1 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 fulfil 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.
- 1.2 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 Executive Manager, Corporate Services, Executive Manager of Works & Services and Executive Manager of Economic Development are considered suitably qualified to perform the role of Acting or Temporary CEO.
- 1.3 A person appointed to act in the position of the Executive Manager, Corporate Services, Executive Manager of Works & Services or Executive Manager, Economic Development is not included in the determination set out in Clause 2.3

2. Appoint Acting CEO – Planned and unplanned leave for periods of up to six weeks

- 2.1 The CEO is authorised to appoint the Executive Manager, Corporate Services, Executive Manager, Works & Service or Executive Manager, Economic Development in writing as Acting CEO, where the CEO is on planned or unplanned leave for periods not exceeding six weeks. The selection will be subject to the Executive Manager's performance and availability and operational requirements. The intent is to ensure equitable access to the professional development opportunity.
- 2.2 All Executive Managers will be given the opportunity to Act on a rotational basis. The Executive Manager is not compelled to accept the Acting position. If the offer is rejected, the offer is extended to the next Executive Manager in line.
- 2.3 The CEO must appoint an Acting CEO for any leave periods greater than 48 hours and less than six weeks.

- 2.4** The CEO is to immediately advise all Council Members when and for what period of time the selected Executive Manager is appointed as Acting CEO.
- 2.5** If the CEO is unavailable or unable to make the decision to appoint an Acting CEO in accordance with 1.2, then Council may select the Executive Manager.
- 2.6** Council may, by resolution, extend an Acting CEO period under subclause 2.3 beyond six weeks if the substantive CEO remains unavailable or unable to perform their functions and duties.
- 3. Appoint Acting CEO for extended leave periods greater than 6 weeks but less than 12 months**
- 3.1** This clause applies to the following periods of extended leave:
- 3.1.1 Substantive CEO's extended planned leave which may include accumulated annual leave, long service leave or personal leave; and
- 3.1.2 Substantive CEO's extended unplanned leave which may include any disruption to the substantive CEO's ability to continuously perform their functions and duties.
- 3.2** The Council will, by resolution, appoint an Acting CEO for periods greater than six weeks but less than 12 months, as follows:
- 3.2.1 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
- 3.2.2 Conduct an external recruitment process in accordance with clause 4.1.3.
- 4. Appoint Temporary CEO – Substantive Vacancy**
- 4.1** In the event that the substantive CEO's employment with the Shire of Quairading is ending, the Council when determining to appoint a Temporary CEO may either:
- 4.1.1 By resolution, appoint the Executive Manager, Corporate Services, Executive Manager, Works & Services or Executive Manager, Economic Development 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
- 4.1.2 By resolution, appoint Executive Manager, Corporate Services, Executive Manager, Works & Services or Executive Manager, Economic Development as the interim Temporary CEO for the period of time until an external recruitment process for a Temporary CEO can be completed; or
- 4.1.3 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.
- 4.2** The President will liaise with the selected Executive Manager to coordinate Council reports and resolutions necessary to facilitate a Temporary CEO appointment.
- 4.3** The President is authorised to execute in writing the appointment of a Temporary CEO in accordance with Councils resolution/s, with administrative assistance from Executive Management or the Executive Officer.
- 5. Remuneration and conditions of Acting or Temporary CEO**
- 5.1** Unless Council otherwise resolves, an employee appointed as Acting CEO shall be remunerated at 100% of the cash component only of the substantive CEO's total reward package.



- 5.2 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.
- 5.3 Subject to relevant advice, the Council retains the right to terminate or change, by resolution, any Acting or Temporary CEO appointment.

GUIDELINES

Local Government Act 1995

STATUTORY ENVIRONMENT

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	29/04/21	166-20/21	New legislation		
02	Nicole Gibbs	29/09/22	63 - 22/23	Biennial Review	Sept 24	
03	Nicole Gibbs	27/4/23	217 - 22/23	Change of staff	April 25	

RISK MANAGEMENT POLICY

PURPOSE

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

OBJECTIVE

- a. Optimise the achievement of Council's vision, experiences, strategies, goals and objectives.
- b. Provide transparent and formal oversight of the risk and control environment to enable effective decision making.
- c. Enhance risk versus return within our risk appetite.
- d. Embed appropriate and effective controls to mitigate risk.
- e. Achieve effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.
- f. Enhance organisational resilience.
- g. Identify and provide for the continuity of critical operations.

POLICY

It is the Shire's Policy to achieve best practice (aligned with ISO 31000:2018 Risk Management-Guidelines), in the management of all risks that may affect the Shire, its customers, employees, assets, functions, objectives, operations or members of the public.

Risk Management is to form part of the strategic, operational, project and line management responsibilities and where possible, be incorporated within the Shire's Integrated Planning Framework.

The senior management team are to communicate the Risk Management Policy, objectives and procedures, as well as direct and monitor implementation, practice and monitoring performance.

Every employee, Elected Member, volunteer and contractor with the Shire is recognised as having a role in risk management.

Risk Appetite

Council defines 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 by Council in conjunction with this Policy.

All organisational risks 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 organisation's appetite and are to be noted within the individual risk assessment and approved by a member of the senior management team.

Roles, Responsibilities & Accountabilities

Council's role is to -

- a. Review and approve the Shire's risk management policy and risk assessment & acceptance criteria. (appendix a)

- b. Assist and support Council’s external auditors to enable them to report on Council’s Annual Financial Statements.
- c. Establish and maintain an Audit Committee in terms of the Local Government Act.

The CEO is responsible for the allocation of roles, responsibilities and accountabilities. These are documented in the risk management procedures (operational document).

Monitor & Review

The CEO is to implement and integrate a monitor and review process to report on the achievement of the risk management objectives, the management of individual risks and the ongoing identification of issues and trends.

The executive management team are responsible for the ongoing monitoring and review of the risk management procedures and outcomes.

This policy is to be formally reviewed by Council annually as part of Council’s overall policy review.

GUIDELINES

Appendix A - risk assessment & acceptance criteria

Definitions from ISO 31000:2018(E)

Risk: Effect of uncertainty on objectives.

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

Objectives can have different aspects (such as financial, health and safety and environmental goals) and can apply at different levels (such as strategic, organisational, project, product or process).

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

Risk Management Process: Systematic application of policies, procedures and practices to the activities of communicating and consulting, establishing the context, and assessing, treating, monitoring, reviewing, recording and reporting risk.

STATUTORY ENVIRONMENT

Local Government Act 1995

Local Government Audit Regulation

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	29/11/14	100-14/15	New Policy		
02	Graeme Fardon & LGIS Consultant	20/12/18	115-18/19	<i>Policy Review Project – 5/12/2018</i>		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 22	



Appendix A – Risk Assessment and Acceptance Criteria

MEASURES OF CONSEQUENCE

RATING	PEOPLE	INTERRUPTION TO SERVICE	REPUTATION (Social / Community)	COMPLIANCE	PROPERTY (Plant, Equipment, Buildings)	NATURAL ENVIRONMENT	FINANCIAL IMPACT	Project TIME	Project COST
Insignificant (1)	Near-Miss	No material service interruption Less than 1 hour	Unsubstantiated, localised low impact on community trust, low profile or no media item.	No noticeable regulatory or statutory impact	Inconsequential damage.	Contained, reversible impact managed by on site response	Less than \$1,000	Exceeds deadline by 10% of project timeline	Exceeds project budget by 10%
Minor (2)	First Aid Treatment	Short term temporary interruption – backlog cleared < 1 day	Substantiated, localised impact on community trust or low media item	Some temporary non compliances	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response	\$1,000 to 10,000	Exceeds deadline by 15% of project timeline	Exceeds project budget by 15%
Moderate (3)	Medical treatment / Lost time injury <30 Days	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Substantiated, public embarrassment, moderate impact on community trust or moderate media profile	Short term non-compliance but with significant regulatory requirements imposed	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies	\$10,001 to \$100,000	Exceeds deadline by 20% of project timeline	Exceeds project budget by 20%
Major (4)	Lost time injury >30 Days / temporary disability	Prolonged interruption of services – additional resources, performance affected < 1 month	Substantiated, public embarrassment, widespread high impact on community trust, high media profile, third party actions	Non-compliance results in termination of services or imposed penalties to Shire/Officers	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies	\$100 000 to \$500,000	Exceeds deadline by 25% of project timeline	Exceeds project budget by 25%
Extreme (5)	Fatality, permanent disability	Indeterminate prolonged interruption of services non- performance > 1 month	Substantiated, public embarrassment, widespread loss of community trust, high widespread multiple media profile, third party actions	Non-compliance results in litigation, criminal charges or significant damages or penalties to Shire/Officers	Extensive damage requiring prolonged period of restitution. Complete loss of plant, equipment & building	Uncontained, irreversible impact	>\$500,000	Exceeds deadline by 30% of project timeline	Exceeds project budget by 30%



MEASURES OF LIKELIHOOD

Level	Rating	Description	Frequency
5	Almost Certain	The event is expected to occur in most circumstances	More than once per year
4	Likely	The event will probably occur in most circumstances	At least once per year
3	Possible	The event should occur at some time	At least once in 3 years
2	Unlikely	The event could occur at some time	At least once in 10 years
1	Rare	The event may only occur in exceptional circumstances	Less than once in 15 years

RISK MATRIX

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



RISK ACCEPTANCE

Risk Rank	Description	Criteria	Responsibility
LOW (1-4)	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
MEDIUM (5-9)	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
HIGH (10-16)	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Senior Management Team / CEO
EXTREME (17-25)	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO & Council

EXISTING CONTROLS RATINGS

Rating	Foreseeable	Description
Effective	There is little scope for improvement. (More than what a reasonable person would expect in these circumstances)	Processes (Controls) operating as intended and / or aligned to Policies & Procedures; are subject to ongoing maintenance and monitoring and are being continuously reviewed and tested.
Adequate	There is some scope for improvement. (What a reasonable person would expect in these circumstances)	Whilst some inadequacies have been identified; Processes (Controls) are in place, are being addressed / complied with and are subject to periodic review and testing.
Inadequate	A need for corrective and / or improvement actions exist. (Less than what a reasonable person would expect in these circumstances)	Processes (Controls) not operating as intended, do not exist, or are not being addressed / complied with, or have not been reviewed or tested for some time.

BUSINESS CONTINUITY POLICY

OBJECTIVE

The Business Continuity Management Policy has been developed in conjunction with the Shire's Risk Management Framework to assist the Shire prepare for major disruptive events to its operations.

POLICY STATEMENT

The policy defines the Shire's approach to business continuity management and the principles by which business continuity plans will be developed and maintained.

POLICY

Business Continuity Planning

The objective of business continuity management is to minimise the impact of a disruptive event on critical operations and the delivery of services to the community by ensuring that the organisation develops an effective Business Continuity Framework and that relevant Business Continuity Plans are in place. Examples of disruptive events include: natural disasters; fire or flood damage to the Shire facilities; IT business systems failure; and telecommunications failure.

A key aim of the Shire's Business Continuity Management Framework is to:

- a. Increase organisational resilience by undertaking specific actions to strengthen the Shire's adaptive capability for managing sudden and significant change;
- b. Continue to deliver critical business functions and services in a disruptive event or disaster;
- c. Effect recovery with as little down time and negative impact as possible; and
- d. Recognise and act on improvement opportunities inherent in an improved understanding of the Shire's core business processes and objectives.

The Shire's Business Continuity Framework is made up of the following:

- a. Business Continuity Policy – defines the Shire's approach to business continuity management and the principles by which business continuity plans will be developed and maintained within the organisation.
- b. Business Continuity Plan – provides the required detail for the coordination and management of the organisation during a significant disruptive event, the process for relevant business continuity plan activation and deactivation, and detail regarding business continuity training and exercise requirements to ensure preparedness for disruptive events.
- c. Local Emergency Management Plan – considers the impact of emergency events on critical operations and documents procedures to allow continuity of services in the event of emergency events.

Approach to Business Continuity Management

Business Continuity Management at the Shire will align to the AS/NZA 5050:2010 Business Continuity – Managing Disruption-Related Risk Standard, which was developed to assist organisations maintain continuity of their operations through effective management of disruption-related risk. This will equip the organisation with the capacity to:

- a. Stabilise any disruptive effects as soon as possible;
- b. Safeguard the Shire’s assets, including people. Property and financial resources;
- c. Continue and/or quickly resume those operations that are most critical to the Shire’s objectives to ensure the delivery of essential services to the community;
- d. Expedite a return to normal operations and recover; and
- e. Capitalise on any opportunities created by an event.

ROLES & RESPONSIBILITIES

The Executive Management Team are responsible for overseeing Business Continuity Management across the organisation.

The Corporate Services are is responsible for the coordination of business continuity management including the oversight of appropriate documentation, training, coordinating testing and monitoring of the Business Continuity Management Framework.

The multi-agency Local Emergency Management Committee is responsible for providing for business continuity, where possible, for all business’ in the Shire.

Each critical function within a Department will have an appointed Business Continuity Plan owner who has the responsibility for actioning continuity arrangements when a critical function is interrupted. The owner must also ensure that relevant employees are aware of and trained in the actioning of the plan.

WORKPLACE INFORMATION

CP 4.7 Risk Management

Shire of Quairading Risk Management Framework


Shire Business Continuity Plan

AS/NZS 31000:2009 Risk Management – Principles and Guidelines

AS/NZS 5050:2010 Business Continuity – Managing disruption-related risk.

STATUTORY ENVIRONMENT

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Nicole Gibbs	28/7/22	9-22/23	New Policy	Jul 24	

RELATED PARTY DISCLOSURE POLICY

PURPOSE

The Related Party Disclosure Policy aims to assist Council in complying with the disclosure requirements and the level of reporting within the Financial Statements as per AASB 124 – Related Party Disclosures. It aims to define the parameters for related party transactions and the level of disclosure and reporting.

OBJECTIVE

To ensure that the Shire of Quairading ('the Shire') Financial Statements contain disclosures necessary to comply with the Australian Accounting Standard Board (AASB) Standard 124 - Related Party Disclosures, which draw attention to the possibility that the Shire's Financial position and profit or loss may have been affected by the existence of transactions with a related party and outstanding balances and commitments with such parties.

POLICY & PROCEDURE

The Shire complies with the requirements of AASB124 – Related Party Disclosure.

SCOPE

The Policy is to be applied in: -

- a. Identifying and recording related parties and related party relationships;
- b. Identifying and recording related party transactions and their terms and conditions;
- c. Assessing materiality and or significance of these transactions;
 - i. Identifying the circumstances in which disclosure of points 1 and 2 is required;
- d. Determining the disclosures to be made about points 1 and 2; and
- e. Disclosing relevant information in the Financial Statements.

DEFINITIONS

- a. **Related Party:** A person or an entity that is related to Council, referred to as the 'reporting entity'.
Examples of related parties of Council are: -
 - i. Council Subsidiaries;
 - ii. Key Management Personnel ('KMP');
 - iii. Close family members of Key Management Personnel;
 - iv. Entities that are controlled or jointly controlled by key management personnel or their close family members.
- b. **Key Management Personnel (KMP):** A person or persons having authority and responsibility for planning, directing and controlling the activities of the entity, either directly or indirectly, including any manager (executive or otherwise) of that entity. In the case of the Shire of Quairading, KMP will include, but is not limited to, Councillors, Chief Executive Officer, Executive Managers and Supervisors.

c. Close Members of the Family: Those are family members who may be expected to influence or be influenced by those individuals' dealings with Council and include:

- i. Children and spouse or domestic partner
- ii. Children of that person's spouse or domestic partner
- iii. Dependents of that person or that persons spouse or domestic partner

Under AASB 124, close members of family could also include extended members of family such as parents, siblings, grandparents, uncles/aunts or cousins if they could be expected to have influence or be influenced by the KMP in their dealings with Council.

d. Related Party Transactions: These are a transfer of resources, services or obligations between Council and a related party, regardless of whether a price is charged.

e. Ordinary Citizen Transaction: These are transactions that an ordinary citizen would undertake with Council, which would be undertaken at arm's length and in the ordinary course of carrying out Council's functions and activities. They would not be seen as material in nature.

Example of ordinary citizen transactions would be:

- i. The paying of rates and charges
 - ii. The use of Council public facilities after paying the corresponding fees.
- f. Control:** power to govern the financial and operating policies of any entity to obtain benefits from its activities.
- g. Significant Influence:** The power to participate in the financial and operating policy decision of an entity but not to control those policies.

Responsibilities:

Key Management Personnel will include, but not limited to, Councillors, Chief Executive Officer, Executive Manager, Corporate Services, Executive Manager, Works & Services and the Executive Manager, Economic Development.

Recommended Practices:

Since 1 July 2016, AASB 124 Related Party disclosures have applied to Council. This means Council will be required to disclose information about related parties and Council transactions with those related parties in the 2016-17 financial statements and onwards. In the context of transactions, this means cash and non-cash transactions.

As the disclosures will form part of the financial statements, they will be subject to audit by the external auditors.

Key Management Personnel (KMP) will be identified and the position they hold with Council. They will be required to complete a disclosure notification, which at minimum will require details of the related party, (family members and/or entities) that may have existing transaction potential with Council and the relationship.

As per paragraph 17 AASB 124, Council shall disclose compensation in total provided to KMP, and for each of the following categories,

- a. Short term employee benefits;
- b. Post-employment benefits;
- c. Other long-term benefits;
- d. Termination benefits; and
- e. Share based payments.

For disclosure requirements of AASB 124, Council shall implement a process to capture related party transactions for reporting in the financial statements and the following will be collected through each year;

- a. Related parties to the KMP;
- b. Relationship to KMP;
- c. Transactions that are monetary and/or non-monetary;
- d. The value of the transaction if monetary;
- e. The benefit if non-monetary;
- f. The value of outstanding balances;
- g. Details of commitments and/or guarantees;
- h. Recognition for the provision of doubtful debts related to outstanding balances of related parties.

KMP who no longer holds that role in Council will still be subject to disclosure requirements up until their status as KMP is no longer applicable. The same will apply for KMP who acquires the role in that year.

Once the related party transactions have been identified, they will be assessed and a determination will be made regarding the materiality of the transaction. This will include assessment of ordinary citizen transactions and whether the terms and conditions differ from normal practice, which would then exclude them from being ordinary citizen transactions.

If a Councillor believes a transaction may constitute a related party transaction, they must notify the Chief Executive Officer who will discuss the matter with the Executive Manager of Corporate Services.

If an employee believes a transaction may constitute a related party transaction, they must notify their supervisor or manager who will discuss the matter with the Executive Manager of Corporate Services.

The finance department will be responsible for the maintenance of a register that captures all related party transactions of the KMP.

Privacy: Council will endeavour to ensure that only those senior staff involved in the preparation of the related party disclosures and the external auditors will have access to the Related Party Disclosures - declaration form.


STATUTORY ENVIRONMENT

Local Government Act 1995

Australian Accounting Standards Board (AASB) 124 Related Party Disclosures Accounting Standard (Annexure 'A')

Form 'Attachment A' - Related Party Transactions Notification by Key Management Personnel

Form 'Attachment B' - Privacy Collection Notice

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Tony Merillo	29/07/17	221-16/17	New Policy		
02	Tony Merillo	27/09/18	41-18/19	<i>Policy Review Project – 10/08/2018</i>		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review – Minor Amendment	Dec 20	
04	Nicole Gibbs	27/10/22	97 – 22/23	Biennial Policy Review – Minor Amendment	Oct 24	

CONFLICT OF INTEREST POLICY

Disclosure of Interests Affecting Impartiality

PURPOSE

This Policy provides guidance on the specific circumstances that give rise to a conflict of interest and clarifies the types of interests that constitute a conflict of interest, the process that must be followed and the consequences or actions that may be taken for failing to comply with the requirements of the *Local Government Act 1995*. Recognising and declaring interests, whether they are actual, potential or perceived, mitigates risk and financial and reputational damage to Council.

SCOPE

This Policy applies to Councillors, the Chief Executive Officer and all workers (including contractors, consultants, agency staff and labour hire staff).

DEFINITIONS

Affected person means a relevant person, a family member of the relevant person, a body corporate of which the relevant person or their spouse or domestic partner is a Director or a member of the governing body, an employer of the relevant person (unless the employer is a public body), a business partner of the relevant person, a person for whom the relevant person is a consultant, contractor or agent, a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee or a person from whom the relevant person has received a disclosable gift.

Audit & Risk Committee means a Committee established under the Local Government Act 1995 for the purpose of reviewing, discussing and assessing external reporting, external auditing, internal auditing, internal control and risk management, compliance and ethics, fraud preventions and related party transaction oversights.

CEO means the Chief Executive Officer of Council.

Council means the Shire of Quairading Council.

Councillor means a person elected by eligible residents and ratepayers in a Local Government election or by-election.

Delegated Committee means a committee established under Section 5.16(1) of the Local Government Act 1995, including joint delegated committees.

Disclosable gift means one or more gifts with a total value of more than \$500, or if an amount is prescribed, the prescribed amount received from a person in the five years preceding the decision on the matter. This does not include the value of any reasonable hospitality received by the relevant person at an event or function that the relevant person attended in an official capacity as a Councillor, member of Council staff or member of a Delegated Committee.

Family member means your spouse or domestic partner of the relevant person, a parent, grandparent, sibling, your child, step-sibling or step-child of the relevant person or of their spouse or domestic partner, step parent and any other person that regularly resides with the relevant person.

Matter means a matter which a Council, Delegated Committee, Community Asset Committee or a member of Council staff is concerned and that will require a power to be exercised, or a duty or function to be performed or a decision to be made by the Council, Delegated Committee or Community Asset Committee in respect of that matter; or a power to be exercised, or a duty or function to be performed or a decision to be made by a member of Council staff in respect of a matter.

Not for profit organisation means a body that operates exclusively for charitable, civil, sporting or other social purposes and does not share or allocate the funds or profits of the body or organisation with the owners, shareholders or executives of the body or organisation.

Private interests means any direct or indirect interest of a relevant person that does not derive from their public duty and does not include an interest that is only a matter of personal opinion or belief.

Public duty means the responsibilities and obligations that a relevant person has to members of the public in their role as a relevant person.

Relevant person means a person who is a Councillor, a member of a Delegated Committee and a member of Council staff.

Worker means people who are employed by the Chief Executive Officer or by a person authorised by the Chief Executive Officer to employ Council staff and employed to perform, or assist in performing, the functions of the Council and or the Chief Executive Officer. It also includes agency staff, temporary contract staff and contractors engaged by Council.

POLICY

Council members, Chief Executive Officers and local government employees are expected to make decisions in the best interests of their community. To do this, they must consider each issue on its merits.

Decision-making could be influenced – or perceived to be influenced – in a number of ways, including through financial relationships, personal relationships and the receipt of gifts. *The Local Government Act 1995* sets out requirements on council members, Chief Executive Officers and other employees to ensure transparency and accountability in decision-making.

This Policy deals with interests that affect the impartiality of a person, generally arising because of personal relationships or membership of an association.

Local government council members and employees are required to disclose an interest that may adversely affect their impartiality in any matter discussed at a council or committee meeting. In addition, employees are also required to disclose interests when providing advice or reports to be discussed at a council or committee meeting.

The Local Government (Rules of Conduct) Regulations 2007 set out uniform rules to guide the behaviour of council members. Regulation 11 prescribes how and when disclosure of an impartiality interest must be made by a council member.

Regulation 34C of the *Local Government (Administration) Regulations 1996* prescribes how and when disclosure of an impartiality interest must be made by a local government employee. These provisions are to be included within each local government's employee code of conduct.

Each piece of legislation establishes precise and detailed provisions which clarify the disclosure requirements and general responsibilities of individuals within local government.

1. The decision to disclose

For the purposes of requiring disclosure, an impartiality interest is defined in Regulation 34C of the *Local Government (Administration) Regulations 1996* and Regulation 11 of the *Local Government (Rules of Conduct) Regulations 2007* as, "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."

The above definition includes examples of the type of relationships from which an interest could arise. However, a significant element is the likely public perception as to whether there may be an interest.

It is sometimes difficult to judge what a reasonable belief of another person is. Therefore, when deciding if such an interest should be disclosed, it is helpful to establish answers to the following questions:

- 1.1 If you were to participate in assessment or decision making without disclosing, would you be comfortable if the public or your colleagues became aware of your association or connection with an individual or organisation?
- 1.2 Do you think there would be a later criticism of perceived undisclosed partiality if you were not to disclose?
- 1.3 The regulations provide some examples of what constitutes an "interest".

2. The impact of an impartiality disclosure

There are very different outcomes resulting from disclosing an interest affecting impartiality compared to that of a financial interest.

With the declaration of a financial interest a council member leaves the room and does not vote or otherwise participate in that part of the meeting (unless permitted to do so by the meeting or the Minister).

Similarly, if an employee has a financial interest in a matter for which they have delegated authority, section 5.71 of the *Local Government Act 1995* requires that the employee makes the necessary disclosure and prohibits the employee from exercising the delegated power or duty in the matter for which they have declared a relevant financial interest.

With the declaration of an impartiality interest, the council member stays in the room, participates in the debate and votes. Following disclosure of an interest affecting impartiality, the member's involvement in the meeting continues as if no interest existed. This recognises that everyone has interests and relationships which affect the way they think and feel; making a disclosure of this type makes it clear both to the council member with the interest and the other council members that bias could creep in.

3. Disclosing an interest

3.1 Who is required to make a disclosure?

Council members and employees (including persons under contract) of local governments are required to disclose interests affecting impartiality.

3.2 When should a disclosure be made?

If the matter in which a council member or employee has an interest affecting impartiality is to be discussed at a council or committee meeting, the council member or employee is to disclose the

interest either in a written notice given to the CEO before the meeting or verbally at the meeting immediately before the matter is discussed.

Local government report templates often include sub-headings for employee disclosures of interest. An employee should ensure that their interests are disclosed at the time they are asked to commence any work toward providing advice or a report, rather than after they have completed work on preparing the advice or report.

In any case, disclosure of interest is required to occur as soon as the person becomes aware that they have a conflict of interest.

3.3 What to disclose

To assist with making the disclosure, the department has prepared the following declaration which council members or employees may use when they consider it necessary to disclose an interest affecting impartiality. The nature of the interest must also be stated.

3.3.1 Council Member Declaration

"With regard to the matter in item x I disclose that I have an association with the applicant (or person seeking a decision). This association is (nature of the interest).

As a consequence, there may be a perception that my impartiality on the matter may be affected. I declare that I will consider this matter on its merits and vote accordingly."

3.3.2 Employee Declaration

"With regard to the matter in item x I disclose that I have an association with the applicant (or person seeking a decision). This association is (nature of the interest).

As a consequence, there may be a perception that my impartiality on the matter may be affected. I declare that I will consider this matter on its merits and provide advice accordingly."

3.4 How to disclose

3.4.1 At meetings

A council member or employee attending a meeting who wishes to disclose an interest affecting impartiality can do so in written form prior to the commencement of the meeting or make a verbal declaration during the meeting.

If a council member or employee chooses to make a verbal disclosure, they should do so during the meeting, immediately prior to discussion of the matter to which the disclosure relates.

A council member should put their verbal declaration in writing immediately after the conclusion of the meeting.

A written notice of interest must be given to the CEO prior to commencement of the meeting. In this instance the CEO must make the person presiding at the meeting aware of the interest prior to commencement of the meeting. During the meeting the presiding person must then bring the contents of the notice to the attention of the person's present at the meeting immediately prior to discussion of the matter to which the disclosure relates.

All disclosures made are to be recorded in the minutes of the relevant meeting. It is important that the minutes distinguish between disclosures of interests affecting impartiality and disclosures of financial interests.

3.4.2 At other times

Situations will arise where an employee has provided advice to council in the form of a report without being in attendance at the meeting but will have the need to disclose an interest. The regulations set out that an employee who has given, or who will give advice in respect of a matter in which they have an interest and which is to be discussed at a council or committee meeting where they will not be in attendance, is to provide written notice to the CEO prior to the meeting or at the time the advice is given.

For example, an officer preparing a report for a matter to be discussed at a council or committee meeting but will not be in attendance at the meeting should disclose their interest in a written notice given to the CEO before the meeting and may also include the disclosure in the body of the report.

3.5 Failure to disclose

In failing to disclose an impartiality interest, a council member contravenes a rule of conduct and in doing so commits a minor breach. The Local Government (Rules of Conduct) Regulations 2007 focus on providing avenues for dealing with allegations specifically concerning council member misconduct. Under this legislation, minor breaches are referred to a Local Government Standards Panel which is supported by the department.

An employee who fails to disclose their interest in accordance with Local Government (Administration) Regulations 1997, Regulation 34C commits a breach of the local government's code of conduct, in which case is a matter to be dealt with by the CEO.

3.6 Exceptions

The requirement to disclose an interest does not apply in circumstances where a council member or employee fails to do so because they were not aware that an interest existed.

The same is true when a council member or employee fails to disclose an interest because they did not know the matter in which they had an interest was to be discussed. In the second instance disclosure of the interest must be made as soon as possible following commencement of the discussion.

These exceptions are not automatic and will depend on the circumstances and facts relating to the reasons for non-disclosure.

4. When does an interest affecting impartiality arise?

The existence of an interest affecting impartiality is dependent on:

- The council member or employee having an association with a person or organisation that has a matter being discussed at a council or committee meeting,
- The employee being required to give advice on a matter where they have an association with a person or an organisation related to that matter,

- The type of matter being discussed at a council or committee meeting, and
- An employee considering a matter under delegated authority, in which they have an association with a person or an organisation related to that matter.

The Department would not expect a disclosure to be made in matters which are solely related to:

- An individual's beliefs, philosophies or attitudes;
- A member's election pledges; or
- Any other public pledges made by a member.

No disclosure should be necessary – unless the matter also involves an association with a person or organisation connected to the member.

4.1 What types of matters could result in a perception of partiality?

The Departments' view is that the intent of the impartiality provisions is to capture those matters where persons or organisations associated with members or employees are, by their own action, seeking a decision from the local government (for further detail please see discussion on associated persons).

The types of matters where disclosure is warranted include any matters which require applications for approval, consent or a licence where the financial interest provisions of the Act do not apply. This would include development applications, extensions or construction of facilities, requests for financial assistance, tenders, staff recruitment and so on.

It is recognised that decisions on impartiality disclosures are most difficult where a council member or employee has an association with an individual or organisations, which has a passive involvement in a matter before Council, a committee or the local government for a decision.

4.2 What types of associations may give rise to a perception of partiality?

There are two major categories of associations that council members or employees may have which in certain circumstances may give rise to interests that affect impartiality. These are associations with people and associations with organisations.

4.3 Associations with Persons

The financial interest provisions of the Act identify particular relationships that a council member or employee may have which can result in a financial interest arising. In a similar way, matters involving persons that a council member or employee has a relationship with may result in an interest which affects impartiality.

The regulations relating to disclosures of impartiality make direct reference to an interest arising from kinship, friendship or membership of an association.

Therefore, in the context of kinship and other formal connections, if a relevant matter is discussed at a council or committee meeting, to avoid a later criticism of undisclosed partiality, disclosure is warranted if the matter involves a member's or employee's:

- 4.3.1 Spouse or de facto spouse;
- 4.3.2 Brother and sister;

4.3.3 Parents and spouse's parents;

4.3.4 Children;

4.3.5 Employer; or

4.3.6 Business partner.

4.4 Associations with friends and adversaries

In addition to the persons mentioned in the previous section, the general public is often concerned about impartiality in matters which involve people who are friends or adversaries of council members or employees. However, while the definition of persons linked by family ties is generally indisputable, there is some argument about the existence of an acceptable definition of a friend or adversary.

In relation to a friend, the definition which probably comes closest to the department's view is given in the Macquarie dictionary which defines a friend as "one attached to another by feelings of affection or personal regard", or "one who is on good terms with another".

In another interpretation, it is suggested that two people could be considered friends because they frequently socialise, have business lunches and regularly go on trips or outings together.

A friend may also be considered as someone who regularly participates at another person's family functions or other significant events, or there may be a length of time component which would form part of the definition.

Nonetheless, it would be fair to say that the definition would vary from person to person depending on age, background, gender, geographic location and so on. It is a judgement for each council member to make as to whether a person in their local government district would have a reasonable belief that another person is a friend of the council member.

Following this judgement, it is then up to each council member to decide whether to disclose or not, bearing in mind the potential for later criticism of undisclosed partiality.

It is important to note, in addition to a friend, the same level of partiality could be perceived to exist for an adversary or person that a member or employee strongly disliked. When relevant matters come before Council involving such persons, disclosure may well be warranted.

It is recognised that in many small country towns, council members and employees may know a high proportion of the Shire's population. As a consequence, although this is a difficult area, the department encourages individual local governments to formulate a definition of a close friend and adversary, which is appropriate to their circumstances which would assist council members and employees when they face a decision with regards to disclosing an association.

4.5 Associations with organisations

Subject to the person considering the extent of their involvement in an association or organisation, disclosure is warranted when matters are discussed at council or committee meetings which directly relate to groups with which council members and employees are affiliated. These include sporting clubs, resident groups and associations, business groups and associations, professional associations and so on.

4.6 Other associations

Regulations relating to disclosure of interest affecting impartiality make direct reference to an interest arising from kinship, friendship or membership of an association. However, the department recommends that council members and employees consider and include other types of associations as they see fit. These may also include other categories of persons or it may include secondary relationships, for example, matters which involve friends of spouses, or friends of children etc.

It is important to consider how others may perceive your associations and connections and make disclosures that are reasonable and promote a consistent probity standard.

The disclosure of an impartiality interest will not prevent a council member from participating and voting in a matter, but the proactive disclosure of impartiality interests that may be perceived by the community will protect the council member and the local government from potential criticism.

4.6.1 Matters which involve a council member's beliefs, philosophies, attitudes and election or public pledges

As stated earlier, a council member's, CEO's or employee's beliefs, philosophies, attitudes and election or public pledges are not matters for which an impartiality disclosure is warranted. The key issue is the association with people or organisations who have business with the local government.

As one of the objectives of the interest affecting impartiality provisions is to help make local government decision making transparent, it should be unnecessary for a member to disclose issues openly campaigned upon before their election. The following examples outline the department's views on this matter.

ROLES & RESPONSIBILITIES

The Chief Executive Officer, is responsible for enforcement of and compliance with this Policy and will provide interpretation in the event of the need for clarification or when there is a dispute.

POLICY NON-COMPLIANCE

Section 130 of the Local Government Act 2020 outlines the offences, in the event a person fails to disclose a general or material conflict of interest.

RELATED DOCUMENTS

The requirements set out in this Policy should be read in conjunction with the following:


- Local Government Act 1995
- Councillor's Code of Conduct
- Staff Code of Conduct
- Gifts & Hospitality Policy
- Risk Management Policy
- Procurement Policy

IMPLEMENTATION OF THE POLICY

This Policy will be published on Council’s website and intranet so that it can be used by employees of Council, including contractors and agency and/or labour hire staff engaged by Council, Audit and Risk Committee Members, Delegated Committee Members, Community Asset Committee Members and Councillors to understand the requirements on declaring a conflict of interest.

STATUTORY ENVIRONMENT

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Nicole Gibbs	28/7/22	7-22/23	New Policy	July 24	

CODE OF CONDUCT FOR ELECTED MEMBERS, COMMITTEE MEMBERS & CANDIDATES

To view this Code of Conduct, please click [here](#).

CEO RECRUITMENT AND SELECTION ADVISORY PANEL – TERMS OF REFERENCE

FUNCTION

The CEO Recruitment and Selection Advisory Panel (the Panel) is to be an advisory panel to Council for the duration of the CEO recruitment and selection process.

The Advisory Panel is established for the purposes of assisting the Council to fulfil its obligations under Section 5.36(2) of the Local Government Act 1995 (the Act), in accordance with the Shire of Quairading CEO Standards for recruitment, performance and termination (CEO Standards).

DELEGATED AUTHORITY

The Panel has no delegated power and as such, meetings of the Panel will not be open to the public.

Panel recommendations shall not be binding on Council and must be endorsed by Council to take effect.

OBJECTIVES

The objective of the Panel is to assist Council in the recruitment and selection of applicant/s for the position of CEO.

The following specific duties and responsibilities have been given to the Panel in order to facilitate the achievement of its objectives:

- a. To assess, or consider an assessment done on its behalf of applicants' knowledge, experience, qualifications and skills against the selection criteria established by the Council;
- b. To determine a shortlist of applicants for interview;
- c. To interview selected applicants for the purpose of assessing their suitability for the position of CEO;
- d. To verify or ensure any academic or other tertiary level qualifications an applicant/s claims to hold are verified;
- e. To verify or ensure the applicants character, work history, skills and performance claims of an applicant/s are verified;
- f. To provide a recommendation to Council on the candidate/s that are considered suitable to be employed in the position of CEO.
- g. To work in conjunction with any independent consultant engaged to assist with the recruitment and selection process.

POLICY

1. Membership

- 1.1 Panel Members (Voting)
 - 1.1.1 Shire President
 - 1.1.2 Deputy Shire President
 - 1.1.3 2x Elected Members
 - 1.1.4 1x Independent Person
- 1.2 Support (Non-voting)

- 1.2.1 HR Recruitment Consultant
- 1.2.2 Executive Support: Chief Executive Officer & Executive Officer
- 1.2.3 The CEO and EO provide secretarial services to the advisory panel and the recruitment consultant.

2. Quorum Requirements

The quorum for the advisory panel is three members.

In the case of equality of voting, the presiding member is to exercise a casting vote.

3. Presiding Member

The Presiding Member is to be the Shire President. Should the Shire President not be available for a meeting, the selection panel are to elect another current Councillor present as the Acting Presiding Member.

4. Meeting Schedule

As required.

5. Disclosure Of Interest

Should a panel member be aware of any close relationship with any of the candidates, the panel member is to advise the Presiding Member in writing of the nature of the interest and for the panel member to excuse themselves from the panel and the recruitment process.

6. Confidentiality Statement

During the recruitment process, panel members may have access to confidential information, including, but not limited to, personal information, education history, and employment history of applicants.

This information and all discussions must remain confidential both during the recruitment and after the completion of the recruitment process.

Panel members may discuss this information only with other members of the panel, as well as with the recruitment consultant.

Members must not permit any unauthorized person to access documents in their possession that contain applicant or search and screen information.

Panel members are to complete and sign the declaration of confidentiality and interest form.


All members must adhere to the Shire's Code of Conduct for Council Members, Committee Members and Candidates

STATUTORY ENVIRONMENT

Local Government Act (1995)

Local Government (Administration) Regulations 1996 as Amended

STD.1 CEO Standards for recruitment, Performance and Termination

Record of ToR Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	27/8/2021	176-20/21	New Policy	Aug 23	
02	Cr Peter Smith	14/7/2023	004-23/24	CEO recruitment	July 25	

SHIRE OF QUAIRADING BUSH FIRE ADVISORY COMMITTEE – TERMS OF REFERENCE

PURPOSE

The Shire of Quairading Bush Fire Advisory Committee or QBFAC has been established pursuant to Section 67 of the Bush Fires Act 1954.

'67. Advisory committees

(1) A local government may at any time appoint such persons as it thinks fit as a bush fire advisory committee for the purpose of advising the local government regarding all matters relating to the preventing, controlling and extinguishing of bush fires, the planning of the layout of fire breaks in the district, prosecutions for breaches of this Act, the formation of bush fire brigades and the grouping thereof under group brigade officers, the ensuring of co-operation and co-ordination of bush fire brigades in their efforts and activities, and any other matter relating to bush fire control whether of the same kind as, or a different kind from, those specified in this subsection.'

OBJECTIVE

Our vision is to make the Shire of Quairading a safe community by managing the risk of fire through the delivery and implementation of fire prevention, preparedness, response and recovery strategies.

It is the objective of the BFAC to: -

- a. Recommend and regularly review Council's Policies relating to the delivery of fire prevention, preparedness, response and recovery.
- b. To establish and maintain an operational command and control structure by developing procedures to enhance the ability of the Brigades to carry out operations, activities and training efficiently and effectively.
- c. To ensure co-operation and co-ordination between all Fire Brigades within the Shire of Quairading and between all other Fire Brigades and stakeholders in their efforts and activities.
- d. To advise Regional Officers in the area and any other relevant person or organisation on matters referred to the committee.
- e. To perform any other function assigned to the Committee under Section 67 of the Bush Fires Act, regulations or Council policy
- f. Provide advice to Council on Bush Fire and Bush Fire related items. Specifically, the BFAC will advise the Council on matters relating to:
 - i. The prevention, control, extinguishment and recovery from bush fire
 - ii. The planning of and advise on the development of the Shire of Quairading Fire Break Order
 - iii. Prosecutions for breaches of the Bush Fires Act 1954.
 - iv. The formation of bush fire brigades
- g. Any other matter relating to bush fire control whether of the same kind, as, or a different kind from, those specified.

POLICY

1. Membership

The Shire of Quairading BFAC committee membership shall be as follows: -

- 1.1 Two (2) Shire of Quairading Councillors
- 1.2 One (1) Quairading VFRS Officer
- 1.3 One (1) delegate or proxy representative from each of the Shire of Quairading Volunteer Bush Fire Brigades
- 1.4 Nominated Fire Control Officers/Fire Weather Officers
- 1.5 Chief Bush Fire Control Officer.
- 1.6 Deputy Chief Bush Fire Control Officer

2. Attendance by Government Agencies

The following are invited (non-voting) to attend meetings of the Shire of Quairading BFAC:

- 2.1 DFES Representative

The following are invited (non-voting) to attend meetings of the Shire of Quairading BFAC when required:

- 2.2 CBFCO's from neighbouring Local Governments.

3. Committee Chairperson

The Committee shall elect one of their number to be chairman thereof in accordance with the Bush Fires Act 1954 Section 67 (2)

4. Executive Officer

The Shire of Quairading Community Emergency Services Manager will act as Executive Officer for the BFAC.

5. Meetings

The Shire of Quairading BFAC will conduct two (2) meetings per year:

- 5.1 Pre-Bush Fire Season (September/October)
- 5.2 Post Bush Fire Season (March/April)

Dates of the meetings will be adjusted to the current season and timeframe of DOAC in each given year.

6. Quorum

At least 50% of the members of the Committee.

7. Members Interests to be Disclosed

Members of the Committee are bound by the provisions of the *Local Government Act 1995, Section 5.65* with respect to disclosure of financial, impartiality or proximity interests.

'A member who has an interest in any matter to be discussed at a council or committee meeting that will be attended by the member must disclose the nature of the interest — in a written notice given to the CEO before the meeting; or at the meeting immediately before the matter is discussed'

8. Voting

Shall be in accordance with the *Local Government Act 1995, Section 5.21.*

‘Each council member and each member of a committee who is present at a meeting of the council or committee is entitled to one vote’

‘If the votes of members present at a council or a committee meeting are equally divided, the person presiding is to cast a second vote’

9. Minutes

A copy of the unconfirmed minutes shall be forwarded to all Shire of Quairading BFAC members within fourteen (14) days of the meeting for endorsement at the next meeting.

Shire of Quairading BFAC recommendations arising from the minutes shall be presented to Council in the next available Council agenda for endorsement and/or action.

The person presiding at the meeting at which the minutes are confirmed is to sign the minutes and certify confirmation.

10. Brigade Reports

Each member brigade shall provide a brigade report to the meeting.

11. Deputations

The Shire of Quairading BFAC may invite persons or organisations to attend any meetings but such persons shall not be entitled to vote on any decision arising from such meetings.

12. Powers of Council

These terms of reference do not limit in any way the powers of Council.

GUIDELINES

Local Government Act 1995

Section 67 of the Bush Fires Act 1954.

STATUTORY ENVIRONMENT

Section 67 of the Bush Fires Act 1954.

Record of ToR Review					
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date
01	CESM – Daniel Birleson	31 May 2018	214-17/18	New Policy	
02	BFAC Committee	24 April 2019	182-18/19	Reviewed	10 April 2019
03	Graeme Fardon	17 December 2020	97-20/21	Biennial Policy Review - Minor Amendment	December 2020

SECTION 2 – ADMINISTRATION / ORGANISATION**COMMUNICATION POLICY****PURPOSE**

The Shire of Quairading is to implement the actions of the Communications Plan, improving the communication flow and engagement between the Shire, the community and other stakeholders.

Successful communication may be achieved through the widespread distribution of timely, regular, consistent and truthful information in partnership with productive community consultation on key issues.

OBJECTIVE

This policy identifies the types and extent of internal and external communication that the Shire of Quairading is committed to providing.

The Quairading Shire acknowledges that the effective dissemination of information and communication is a vital element in building a positive identity for the Shire through greater community awareness of its services, activities, achievements and resources.

This policy aims to improve the Shire's communication and engagement practices with the local community, visitors, Council and other stakeholders.

The outcomes and benefits of effective communication and community engagement include:

- a. Increased community awareness about services, planning and program delivery;
- b. Increased awareness of community views and the issues that should be considered as part of the decision-making process;
- c. Ensuring the community understands the decision-making process and how their feedback influences Council's decisions;
- d. Increased awareness of the needs, priorities and diversity of the community, which in turn ensures that service provision and planning functions are aligned appropriately;
- e. Increased levels of community ownership and acceptance of decisions;
- f. The Shire and the community working together to address local issues where appropriate;
- g. Potential for time, resources and cost savings for the Shire; and
- h. Ensure Staff are kept fully up to date and informed about Shire matters.

It is crucial that the Shire sends a strong, accurate and consistent message to the community in all of its communications. This policy is designed to facilitate that process.

POLICY

That Council provide effective and appropriate communication and community engagement practices with the local community, visitors, employees and other stakeholders.

GUIDELINES


Annexure A – Communication Plan attached.

Customer Service Charter.

Community Engagement Policy.

STATUTORY ENVIRONMENT

The Shire President and the Chief Executive Officer are the only approved spokespersons for Council - *Local Government Act 1995* Section 2.8 & 5.41(f)

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Neville Hale (ACEO)	29/6/17	217-16/17	Review of Policy - 2.23 Communication Policy		
02	Graeme Fardon			Policy Review Project	Dec 18	
03	A&R Committee	20/12/18	115-18/19	Revised 12/12/2018		
04	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review - Minor Amendment	Dec 20	
05	Nicole Gibbs	27/10/22	96 – 22/23	Biennial Policy Review - Minor Amendments	Oct 24	

ANNEXURE A

COMMUNICATION PLAN

1. Scope

The Communication Plan applies to Councillors, staff and consultants responsible for communication and community engagement undertaken for, or on behalf of, the Shire of Quairading.

2. Procedure

2.1 The Shire's Stakeholders

The characteristics of each stakeholder are to be considered including their needs, wants, attitudes and perceptions of the Shire in addition to how they receive their information.

The Shire of Quairading communication stakeholders include:

- 2.1.1 Ratepayers and residents
- 2.1.2 Potential residents of the Shire of Quairading
- 2.1.3 Shire Councillors
- 2.1.4 Employees
- 2.1.5 Visitors to the district
- 2.1.6 Investors, developers and individuals with business interests within the Shire of Quairading
- 2.1.7 Potential investors and developers
- 2.1.8 Customers who seek products or services or information from the Shire
- 2.1.9 Community and government departments and organisations
- 2.1.10 Local and regional media
- 2.1.11 Suppliers of goods/services
- 2.1.12 Contractors.

2.2 Principles of Effective Communications

This Communications Plan has been developed based upon the principles of good communication.

Visibility: Visibility leads to recognition and acceptance plus it allows the community to see the breadth and value of the Shire's work.

Simplicity: The community is busy with many aspects of their lives whether at work or home. Communication must be simple and straight forward to ensure maximum readership.

Repetition: The more a message is repeated via various mediums, the wider its audience will become.

Value: The message should be structured with the community effect as its foundation.

Listening: Good (and effective) communication requires two parties - the giver and the receiver. It is important that feedback on all issues is encouraged and processed.

Consistency: To build credibility and a positive reputation, messages need to be consistent.

2.3 Benefits of Effective Communications

- 2.3.1 Builds trust
- 2.3.2 Fosters a positive reputation
- 2.3.3 Strengthens relationships with key stakeholders
- 2.3.4 Assists the Shire to deal with negative press and a crisis from a position of strength
- 2.3.5 Improves employee's morale and job satisfaction
- 2.3.6 Helps attract and retain employees.

3. Communication Strategies

3.1 Corporate Identity

The corporate image that the Shire of Quairading presents is vital. The corporate identity is projected through all visual and print communications, signage and social media presence.

No part of the logo or branding may be reproduced, modified, adapted or published in any way on any other website, social media site or online space without the express permission of the Chief Executive Officer.

Any requests or enquiries regarding reproduction and should be addressed in writing to:

The Chief Executive Officer
Shire of Quairading
PO Box 38
QUAIRADING, WA 6383

Or

Att: CEO
shire@quairading.wa.gov.au

3.2 The Shire's Website

The website provides current information about the Shire, its services and the area it represents in addition to the ability for site visitors to interact with the Shire online via the provision of online forms which invites users to make an enquiry or report an issue.

Members of the community are also given the opportunity to promote upcoming community events and programs. However, all submissions for inclusion on the community and business sections are to be moderated by the website administrator before being published.

Information must be consistent with the Shire's relevant policies and procedures as well as relevant legislation in relation to corporate and local government communication and correspondence.

The website is to be maintained and updated on a weekly basis as a minimum. Documents to be available for downloading from the website should be in an Adobe Portable document file (pdf) format to protect the integrity of the document.

3.3 Emergency Management

In the event on an emergency, the Shire's website and/or social media and/or text messages will be used to update the community on breaking developments and emergency information. Content

displayed on the social media platforms is to be authorised by the Chief Executive Officer or the CEO's delegated officers, please refer to Council's Social Media Strategy.

3.4 Internal Communication

The Elected Councillors and employees are the Shire's most effective public relations ambassadors. It is vital that all Councillors and employees receive timely, relevant, consistent and user friendly information to ensure that they are adequately informed on the Shire's activities, minimising the likelihood of misinformation in the community.

Effective internal communication is a multi-way process that flows up, down and across the organisation. Communication also encourages a participatory approach to change management, increases employee morale and encourages more effective communication between employees across departments.

The Shire utilises four main methods of communication with its staff: face to face, verbal, electronic and written. These are utilised in many ways, including but not limited to:

- 3.4.1 New employee induction process to provide a platform of understanding of the organisation.
- 3.4.2 Utilisation of all of staff e-mails to distribute key messages and keep staff informed. Staff and Councillors are issued with media releases at the same time as they are distributed to the media.
- 3.4.3 Regular Executive Management Team meetings.
- 3.4.4 Regular managers and staff meetings.
- 3.4.5 Formal written correspondence

3.5 External Communication

- 3.5.1 The Shire President and the Chief Executive Officer are the only official spokespersons for the Shire of Quairading.
- 3.5.2 Any enquiries from media outlets must be directed to the Shire President or the Chief Executive Officer.
- 3.5.3 All press releases or media statements are required to be authorised by the Shire President and/or the Chief Executive Officer prior to being forwarded to the media.
- 3.5.4 All correspondence detailing the outcome of Council meetings is generated by the Chief Executive Officer or his authorised delegated officer/s.
- 3.5.5 Unconfirmed minutes of the Council meeting are posted in the document centre on the shire website within 14 days of the Council meeting. Confirmed minutes of the Council meeting are to be posted within 5 days of the next Council meeting. Unconfirmed minutes of committee meetings are to be posted within 7 days after the meeting is held.

3.6 Inward communication

- 3.6.1 All correspondence to the Shire must be addressed to the Chief Executive Officer and is then referred to the appropriate officer for attention or if requiring a Council decision, may be referred to the next available Council or committee meeting.

Any requests and/or complaints made via the telephone or in person are to be made in writing or alternatively be entered into the Customer Service Portal to be forwarded to the relevant department for appropriate action, where the issue is assessed and prioritised by an authorised officer.

Community members also have the option to report issues via the “Snap, Send, Solve” app.

- 3.6.2 Correspondence addressed to the Shire President or Elected Members is considered to be correspondence to the Shire and therefore constitutes a record under the *State Records Act 2000*. The most effective manner in which to communicate with Council is as per point 3.6.1 above.
- 3.6.3 In case of emergency, the Shire President can be contacted (number available on the Shire website), alternatively the Chief Executive Officer can be contacted on 9645 2400 or 0429 451 001 (anytime).

3.7 Councillor and Staff communication

Communication between Councillors and staff is in accordance with the Code of Conduct Policy.

3.8 Publications

- 3.8.1 Annual Report
The Shire’s annual report is produced each year and made available to the public pursuant to the *Local Government Act 1995* and available on the website or by requesting a hard copy at the Shire office.
- 3.8.2 Social Media
Shire social media pages are updated on a regular basis to inform the community about the Shire’s projects and activities. The posts provide the opportunity to recap and reinforce key messages that may or may not have already appeared in the media.
The Shire of Quairading social media pages are managed in accordance with the Social Media Strategy.
- 3.8.3 The Shire Advertisements and Notices
Shire advertisements and notices are placed in the West Australian and other publications when appropriate.

ATTENDANCE AT EVENTS POLICY

PURPOSE

Section 5.90A of the *Local Government Act 1995* provides that a local government must prepare and adopt an Attendance at Events Policy.

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 Elected Members, the Chief Executive Officer (CEO) and all employees of the Shire of Quairading.

OBJECTIVE

The policy provides guidance to Elected Members and employees 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 under the gift register provisions.

POLICY

This policy applies to Elected Members, the CEO, and all employees of the Shire.

Elected Members, the CEO and other employees occasionally receive tickets or invitations to attend events representing the Shire. The event may be:

- A paid event;
- A ticket/invitation gifted in kind; or
- A free/open invitation event for the community in general.

PROVISION OF TICKETS TO EVENTS

1. Invitations

- a. All invitations or offers of tickets for an Elected Member, CEO or employee to attend an event should be in writing and addressed to the CEO.
- b. 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.
- c. A list of events and attendees authorised by the local government in advance of the event is at Annexure A – Pre-Approved Events and Annexure B – Example Register.

2. Approval of Attendance

- a. In making a decision on attendance at a non-pre-approved event, Council will consider:

- i. Who is providing the invitation or ticket to the event;
 - ii. The location of the event in relation to the local government (within the district or out of the district);
 - iii. The role of the Elected Member or employee attending the event (participant, observer, presenter) and the value of the contribution;
 - iv. Whether the event is sponsored by the local government;
 - v. The benefit of local government representation at the event;
 - vi. The number of invitations/tickets received; and
 - vii. 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.
- b. Decisions to attend non pre-approved events in accordance with this policy will be made by simple majority of Council or by the CEO in accordance with delegated authorisation.

3. Payments in Respect of Attendance

- a. Where an invitation or ticket to an event is provided free of charge, the local government may contribute to expenses for attendance (e.g. travel and accommodation) at events outside the district if Council determines attendance to be of public value.
- b. For any events where a member of the public is required to pay, unless previously approved and listed in Annexure A, Council will determine whether it is in the best interests of the local government for an Elected Member, CEO, or another officer to attend on behalf of the Council.
- c. If 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.
- d. Where partners of an authorised local government representative attend an approved event, any tickets for that person will be paid by Council.

GUIDELINES

Local Government Act 1995 S50.9A

Annexure A – Pre-Approved Events

Annexure B – Example of Register of Events Approved by Council (by Simple Majority decision)

DEFINITIONS


Elected Members include the Shire President and all Councillors.

In accordance with Section 5.90A of the Local Government Act 1995 an event is defined as a:

- c. Concert
- d. Conference
- e. Function
- f. Sporting event
- g. Occasions prescribed by the Local Government (Administration) Regulations 1996.

STATUTORY ENVIRONMENT

Local Government Act 1995 S5.9A

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	29/08/13	50-13/14	New Policy		
02	Graeme Fardon	27/09/18	97-20/21	Policy Review Project – 6/09/2018		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 22	
04	Nicole Gibbs	24/11/2022	125 - 22/23	Biennial Policy Review	Nov 24	

ANNEXURE A – PRE-APPROVED EVENTS

The Shire approves attendance at the following events by Elected Members, the CEO and other employees of the Shire:

- a. Advocacy lobbying or Ministerial briefings (Elected Members, the CEO and Executive Management only);
- b. Meetings of clubs or organisations within the Shire of Quairading;
- c. Any free event held within the Shire of Quairading;
- d. Australian or West Australian local government events;
- e. Events hosted by clubs or not-for-profit organisations within the Shire of Quairading to which the Shire President, Elected Member, CEO or employee has been officially invited;
- f. Shire-hosted ceremonies and functions;
- g. Shire-hosted events with employees;
- h. Shire-run tournaments or events;
- i. Shire-sponsored functions or events;
- j. Community art exhibitions;
- k. Cultural events/festivals;
- l. Events run by a Local, State or Federal Government;
- m. Events run by the Quairading District High School;
- n. Major professional bodies associated with local government at a local, state and federal level;
- o. Opening or launch of an event or facility within the Shire of Quairading;
- p. Recognition of service events
- q. RSL events; and
- r. Where Shire President, Elected Member or CEO representation has been formally requested.

ANNEXURE B – REGISTER OF EVENTS APPROVED BY COUNCIL (BY SIMPLE MAJORITY DECISION)

Event	Date of Event	Approved Attendee/s	Approved local government contribution to cost	Date of Council resolution

CHILDREN IN THE WORKPLACE POLICY

PURPOSE

This Policy has been developed to ensure the duty of care to all people present in the workplace in the event that a staff member is required to bring their child/ren to work.

The Policy outlines the process of which to seek approval to have a child in the workplace, and the expectations that are required to be adhered to while the child is present in the workplace.

OBJECTIVE

The Shire of Quairading (“the Shire”) is committed to equal opportunity and supports its employees to balance the various demands they face with family, social and community responsibilities. Council understands that childcare arrangements can break down and there may occasionally be the need for staff to bring their children into the workplace.

However, it is a firm Council policy that children should only be brought temporarily onto Shire premises when all other possible initiatives have been considered. Under no circumstances should children be brought into any other council work area other than an office where their caregiver is present.

DEFINITIONS

Child

A child is a person under the age of 15 for the purposes of employment, health and safety, and child employment laws.

Caregiver

A family member, guardian or paid helper who regularly looks after a child.

POLICY

1. Council Responsibilities

Under the *Work, Health & Safety Act 2020* employers have a duty of care to ensure the health and safety of all employees in the workplace. This extends to making sure there is no unnecessary risk of exposure to harm, infectious diseases, distraction or other hazards. There is also a responsibility to ensure the safety of others who come into the workplace including children of employees.

2. Employee's Responsibilities

All employees need to be aware that what constitutes a safe work environment with appropriate safeguards, for employees may not be equally safe for children. For this reason, any employee that brings a child to the workplace are directly responsible for their supervision at all times and employees who bring children onto Council premises do so entirely at their own, and their children’s risk.

Sharp office supplies and specialised equipment are all common in an office situation where employees are trained in their use, but that can constitute a threat to a child's safety. There are also many restricted areas including cleaning cupboards, storerooms, kitchens, construction sites, and other areas where toxic or hazardous substances are kept.

In such an environment, there is not only a risk to the child, but a potential risk to other people as a result of the actions of a child. Furthermore, there is a potential risk of damage to Council property and consequently allowing children to use equipment such as photocopiers or computers is prohibited.

Bringing children, especially young children, babies or toddlers into the workplace should be an action of last resort. Efforts should be made to seek appropriate alternative childcare options (such as a friend, neighbour or family member) while the parent is required to work.

Council provides leave to cover a variety of situations, for instance, if a child becomes ill, sick and carer's leave is available. Employees should refer to the Leave Management Policy for further information about leave entitlements.

An employee must not threaten the health of other employees by exposure to a sick child. Where childcare arrangements break down at the last minute flexible working hours may be negotiated.

3. Seeking Approval

Employees are required to request permission and receive approval from their supervisor on each occasion that they bring a child into the workplace and employees must provide to their supervisor the names and ages of all children who will be present on Shire property.

There may be occasions where – because of an employee's specific duties and responsibilities over a period of time – this policy will be suspended so that the employee can devote their full attention to their assigned tasks. Under such circumstances, alternate childcare will need to be arranged by the employee.

Employees must understand that when permission is granted, having a child in the workplace is only temporary due to difficult circumstances and should not be for more than one day at a time.

Should the supervisor consider the workplace is too dangerous for the child, then the employee involved will have to absent themselves from the workplace utilising suitable/available leave entitlements.

4. Supervisor's Responsibility

A supervisor should treat requests for children to be in the workplace sensitively and make a decision on a case by case basis having regard to the reason for the request and current work conditions. The supervisor must be satisfied that the child will be supervised by the caregiver at all times and that having a child in the workplace is on a temporary basis only.

The supervisor can decide whether it is appropriate that the child be allowed to be on the premises.

Where a child becomes disruptive or they aren't being adequately supervised, the supervisor has the right to ask that the caregiver to remove the child from the workplace.

The supervisor should ensure that a child being present in the workplace is not an ongoing arrangement, and in each case, there is justifiable cause not to organise alternative arrangements for the child.

5. Supervision of Children

At all times children under the age of 15 years remain the sole responsibility of their caregiver while in any Council workplace. Employees are fully responsible for the behaviour and actions of their children whilst on the premises and should not leave the premises without their child at any time. Such supervision must be able to prevent accidents.

The Shire will not provide childcare assistance. The children must exclusively stay in the employee's office or workspace, unless the employee escorts the child to the bathroom or when entering/exiting the premises.

Parents/carers must:

- a. Ensure that the child has signed in on arrival and is aware of emergency procedures.
- b. Continually assess the risks to which their children are/could be subjected and attempt to minimise these.
- c. Take into account that children will be unfamiliar with the working environment.
- d. Accompany their children at all times.
- e. Ensure that their children are not disruptive and do not interfere with normal office operations.
- f. Not bring sick children to work with them.

The supervisor has the right to ask for the removal from the premises of children who are disruptive in any way to the work of other staff, visitors or contractors.

Children are not permitted to use any Council equipment including computer equipment.

6. Areas that are prohibited to children.

All children under the age of 15 years are prohibited at all times in the following areas unsupervised:

- a. Kitchens.
- b. Storage/cleaning cupboards.
- c. Any areas where chemicals, dyes, cleaning fluids and any other potentially hazardous substances are in use or stored.
- d. The depot workshop/compound/machinery yard and any areas where tools or machinery are located or used – even when these are not in use.
- e. Staff offices that are not the child's caregivers.
- f. Office carparks and outdoor areas.
- g. Employees must not take their children in a Shire vehicle during work hours/for work purposes, or have their children with them while operating any vehicle or machinery while performing duties on behalf of the Shire.

7. Exceptions to Policy

This policy does not apply to the children of staff attending organised events where they are the responsibility of their school or other institution or Shire functions.

8. Complaints

All complaints related to this policy should be made directly to the caregiver's immediate supervisor.


All complaints will be handled in accordance with the Shire's Grievance Policy.

STATUTORY ENVIRONMENT

Local Government Act 1995

Fair Work Act 2009

Work, Health & Safety Act 2020

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Nicole Gibbs	Oct 22	100 – 22/23	New Policy	Oct 24	

FEEDBACK POLICY

PURPOSE

The Shire welcomes all feedback which we use to continuously improve our quality of community engagement, product and service delivery and innovative project design and delivery.

This policy supports Shire of Quairading officers to manage compliments, complaints and feedback in a fair, effective and consistent manner that is responsive to the needs of our community.

Most importantly, this feedback is actively used to inform continuous quality improvement across all aspects of Shire operations.

SCOPE

This policy applies to compliments, suggestions and complaints relating to the Shire of Quairading, the scope of which includes:

- a. Decisions made by employees of the Shire;
- b. Suggestions from the public for improving service quality and delivery;
- c. The conduct of employees and contractors of the Shire;
- d. Practices, policies and procedures of the Shire; and
- e. Organisational learning and continuous improvement.

DEFINITIONS

Compliment

A compliment is positive feedback about our products, services or staff. It can recognise a skill, behaviour or activity of the organisation, an organisation's business unit, or individual staff member.

Complaint

A complaint is negative feedback and an expression of dissatisfaction related to our products, services or staff.

Suggestion

A suggestion is any opinion, comment, feedback, and expression of interest or concern made about our products, services or staff.

Customer

A customer is the recipient of a service or product of the Shire of Quairading.

POLICY

The Shire of Quairading undertakes to respond to all feedback in a timely and courteous manner in accordance with its Code of Conduct and Feedback Management Framework.

Compliments

There are numerous instances where the Shire is complimented on the provision of services it provides and the employees that undertake those services.

Compliments provide clear indications on what our community values about the work we do, and listening to what the Shire's customers have to say:

- a. Indicates which aspects of the Shire's services customers value;
- b. Helps to build a balanced picture of how services impact customers;
- c. Provides the Shire with an opportunity to share compliments among its employees demonstrating good practice in the services provided; and
- d. Helps to boost morale and provide recognition to employees.

Employees who continually demonstrate excellent customer service may be recognised through regular performance reviews.

All compliments will be logged into the Shire's records management system so we can use the feedback for continuous quality improvement (to improve our products and services). Comments will be sent to the officer/s involved and to the appropriate supervisor for assessment and response. This response may include a change to system, policy and/or process.

Suggestions

The Shire also encourages the community to submit suggestions and ideas as part of its commitment to providing great service and striving towards continuous improvement.

As part of our commitment to providing excellence in customer service the Shire will:

- a. Listen to suggestions;
- b. Create an environment where feedback is seen as a means to continually improve our services; and
- c. Ensure that employees acknowledge and respond to suggestions in a timely manner.

Complaints

What is a Formal Complaint?

The Australian Standard on Complaints Handling 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."*

What is not a Formal Complaint?

Examples of matters that are **not** formal complaints are as follows: -

- a. A request for service (unless there was no response to a first request for a service);
- b. A request for information or an explanation of a Policy or Procedure;
- c. Disagreement with a Council Policy;
- d. A request for review of a decision for which a structured process applies;
- e. An expression concerning the general direction or performance of the Council or Councillors;
- f. A petition
- g. Reports of damaged or faulty infrastructure; and
- h. Reports about noise, dogs, nuisances, unauthorised building work or similar issues that fall into the Regulatory aspect of Council's Service.

Many issues raised are called "complaints" because the customer is unhappy about the situation. However, they are simply issues dealt with by Council on a day-to-day basis, are not formal complaints and do not form part of the formal complaints management process.

Anonymous Complaints

An anonymous customer complaint will only be investigated where reasonable and sufficient information is provided and which, in the opinion of Shire employees, constitutes:

- a. A breach of statutory provisions;
- b. A breach of an approval, licence or permit;
- c. A matter for which the Shire is obligated to act, prescribed in the *Local Government Act 1995, Corruption Crime & Misconduct Act 2003* or under any other written law (i.e. the Public Interest Disclosure (PID) legislation);
- d. A matter which if not attended to could reasonably constitute a risk to the public health and safety of persons, animals or the environment; and
- e. A matter which is deemed to be capable of investigation and resolution without assistance from the complainant.

Please refer to Annexure A for the Feedback Management Framework.

GUIDELINES

Annexure A - Feedback Management Framework attached.

Freedom of Information Act (WA) 1992

Local Government Act 1995

Local Government (Rules of Conduct) Regulations 2007

Privacy Act 1998

Public Interest Disclosure Act 2003.

STATUTORY ENVIRONMENT

Freedom of Information Act (WA) 1992


Local Government Act 1995

Local Government (Rules of Conduct) Regulations 2007

Privacy Act 1998

Public Interest Disclosure Act 2003

AS/NZ 1002:20014 - Guidelines for complaints management in organisations;

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Neville Hale(ACEO)	29/06/17	217-16/17	New Policy		
02	Graeme Fardon	20/12/18	115-18/19	Policy Review Project – 03/10/2018		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 20	
04	Nicole Gibbs	30/06/22	198 -21/22	Policy Update	Aug 24	

ANNEXURE A

FEEDBACK MANAGEMENT FRAMEWORK

1. OBJECTIVE

The intent of the Feedback Management Framework is to guide the Shire of Quairading in its management and handling of complaints, and provide information to the public on how to appropriately submit feedback.

2. SCOPE

The Feedback Management Framework acknowledges customers, employees, Elected Members, contractors and all parties who deal with the Shire of Quairading have a right to provide feedback about the Shire's Policies and Services.

3. FEEDBACK PROCESS

The Shire accepts compliments, suggestions and complaints via our website, email, letter, social media, telephone or in person.

A customer can nominate an independent person to assist or provide feedback/a complaint on their behalf. The customer who is impacted by the complaint must provide permission for another person to act on their behalf and the Shire must be notified in writing.

3.1 Compliments or suggestions management process

If the nature of the feedback is a compliment or suggestion, Council staff receiving the compliment are to:

- a. Thank the person and acknowledge the compliment or suggestion has been received
- b. Save the correspondence in the record keeping system
- c. Ensure that the information is sent to the relevant division supervisor

If applicable or requested, the department supervisor or delegated person should provide a follow up call to the person who submitted the feedback and provide information on any outcomes that resulted from their submission.

3.2 Complaints management process

If the nature of the feedback is a complaint, it is encouraged that the complainant provides their complaint in writing to ensure information is correctly documented and received. At a minimum, the following information is to be supplied in order to effectively process the complaint: -

- a. Name and address.
- b. Contact details.
- c. Complaint details
- d. If applicable, the date and time of occurrence of complaint
- e. If applicable, the outcomes expected by the complainant

If this information is not provided it may hinder Council officer's ability to effectively and efficiently investigate the complaint.

All corporate records in relation to the complaints handling process as set out in this Policy will be captured in the Council's record keeping system. Council officers will ensure that complaints are recorded in a systematic way so that information can be easily retrieved for reporting and analysis.

Elected Member Feedback Receival Process

If an Elected Member is approached with feedback from a community member or rate payer, the Elected Member should either forward the suggestion onto the CEO or encourage the person putting the suggestion forward to contact the Shire directly.

If a rate payer/community member is not satisfied with the Shire's response they should be directed to contact the Shire President.

Unreasonable Complainant Conduct

All complaints which are received by the Council will be treated seriously and complainants will be treated with respect. However, occasionally the conduct of a complainant can be unreasonable and may impede the Council's investigation of a complaint, the ability to allocate resources fairly across all matters, or may detrimentally impact upon the health, safety or security of Council staff.

This may take the form of unreasonable persistence, unreasonable demands, unreasonable lack of cooperation, unreasonable arguments or otherwise unreasonable or threatening behaviour.

Should a complainant become unreasonable they should be directed to the Chief Executive Officer.

The Shire's principles of complaint management are;

Fairness and Objectivity

The Shire's handling of customer feedback is based on the Shire of Quairading's values and guiding principles and is in line with the standards set by the Shire's Customer Service Charter. All feedback is to be addressed in an equitable, objective and unbiased manner. Anyone who is dissatisfied with the Shire of Quairading's services can easily and simply make a complaint, and can do so without fear of retribution.

Customer Focus

The Shire is committed to providing an open, transparent and easily accessible complaints handling process for its customers.

Responsiveness

The Shire is required to address each Complaint in a fair, objective, unbiased and timely manner. If the nature of the feedback is a complaint, our customers are to be kept informed of the complaint's progress and of any delays during the process.

Remedies and Resolution of Complaints

The Shire's Chief Executive Officer is assigned to make decisions in order to deal with complaints promptly, and, where possible, to achieve an early resolution.

The decision or action taken regarding the customer complaint is to 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. A review of the Issue.

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

Timeliness

Any complaint submitted to the Shire is required to be acknowledged within 2 business days.

The Shire is committed to respond within 7 business days to all complaints submitted, either with a final solution or, if the nature of the complaint requires a longer period to resolve, with an interim response outlining the reason for the delay, further action to be taken and anticipated timeframe that a full response be provided.

Risk

In establishing the order in which complaints may be attended to, consideration is given to the urgency of each complaint in terms of public safety implications, seriousness, frequency of occurrence, severity and the need for immediate action.

Confidentiality

Customers of the Shire have the right to expect that their Privacy is respected when making a complaint or having a complaint investigated. Personal information related to the complaint is required to be kept confidential in accordance with the *Freedom of Information WA Act 1992*.

All complaints are treated confidentially, unless required by law or the complainant provides their permission to release information. There may be no adverse repercussions by the Shire for a complainant who, in good faith, chooses to make a complaint against the Shire or an employee of the Shire.

External Review

Any complainant is able to seek external review about any complaint about any Elected Members or Shire Staff 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.

Reporting to the Council

As part of Council's Performance Review, Council's Complaint Processes, Activity Level and Resolution Percentage Achieved by Council will be reported to Council on an Annual Basis.

SENIOR EMPLOYEES' POLICY

PURPOSE

To ensure the Shire of Quairading complies with the *Local Government Act 1995* in relation to employee appointments.

OBJECTIVE

To recognise the Senior Employee designations under the current Organisation Structure.

POLICY

Under the provisions of Sections 5.37 (1) of the *Local Government Act 1995*, Council has designated the following positions to be classified as 'Senior Employees' for the purpose of the Act: -


- a. Chief Executive Officer
- b. Executive Manager, Corporate Services
- c. Executive Manager, Works & Services
- d. Executive Manager, Economic Development

GUIDELINES

Sections 5.37 of the *Local Government Act 1995*.

STATUTORY ENVIRONMENT

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	Aug 1996	071-96/97	New Policy	Adopted	
02	Graeme Fardon	26/02/98	315-97/98	Reviewed		
03	Graeme Fardon	27/09/18	41-18/19	<i>Policy Review Project – 6/09/2018</i>		
04	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 2022	
05	Graeme Fardon	19/04/21	166-20/21	Review Senior Employee Designation	April 2023	
06	Nicole Gibbs	27/4/23	219-22/23	Biennial review	April 2025	

SECTION 3 – FINANCIAL MANAGEMENT

INVESTMENT POLICY

PURPOSE

This policy is to ensure that there are effective and accountable systems in place to safeguard the Shire's financial resources. This includes the development of proper systems to authorise, verify and record the investment of monies in appropriate financial instruments.

This policy ensures the Council and all officers entrusted with a role in the investment of the Shire's funds act with the highest regard for their fiduciary duties.

OBJECTIVE

The policy on investment of surplus funds is intended to reflect the intention of Council to minimise the possibility of incurring capital loss on any investment whilst providing a reasonable rate of return.

The objectives of the Policy on investment of surplus funds are: -

- a. To provide maximum capital preservation of funds.
All investments are to be made in a manner that seeks to ensure security and safeguard the portfolio by effectively managing credit risk and interest rate risk within identified parameters.
- b. To provide the best available rate of interest from an approved source.
- c. To ensure sufficient liquidity to meet Council's cash flow requirements.
Proper consideration is to be given to the present and likely future daily operational cash requirements of the Shire when selecting investments.

POLICY & PROCEDURE

1. Authorised Institutions

Investments are limited to authorised institutions, in accordance with *Local Government (Financial Management) Regulations Section 19C*, being: -

- a. Authorised deposit-taking institution as defined in the Banking Act 1959 (Commonwealth) section 5; or
- b. The Western Australian Treasury Corporation established by the *Western Australian Treasury Corporation 1986*.

2. Authorised Investments

The only types of authorised investments under *Local Government Act 1995* - section 6.14(1), and *Local Government (Financial Management) Regulations 1996* – Regulation 19C, are as follows: -

- a. Deposits with an authorised institution and the term is to be no more than 36 months;
- b. Bonds that are guaranteed by the Commonwealth Government, or a State or Territory government with a term to maturity of up to 3 years; and

- c. Australian currency only.

3. Prohibited Investments

This investment policy prohibits any investment carried out for speculative purposes including: -

- a. Derivative based instruments;
- b. Principal only investments or securities that provide potentially nil or negative cash flow; and
- c. Stand-alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

4. Risk Management Guidelines

Investments obtained are to comply with the two (2) key criteria relating to: -

- a. **Portfolio Credit Framework:** Limit overall exposure of the portfolio as a whole, according to credit rating.
- b. **Term to Maturity Framework:** limits based upon maturity of securities to ensure adequate working capital needs are met.

If any of the Council’s investments are downgraded such that they no longer fall within the investment policy, they are to be divested as soon as practicable. Investments fixed for greater than 12 months are to be reviewed on a regular term and invested for no longer than 3 years.

Portfolio Credit Framework

To control the credit quality on the entire portfolio, the following credit framework limits the percentage of the portfolio exposed to any particular credit rating category.

S&P Long Term Rating	S&P Short Term Rating	Fitch Ratings	Maximum % in Credit rating Category
AAA	A-1+	AAA	100%
AA	A-1	AA	100%
A	A-2	A	60%
BBB	A-3	BBB	40%

Term to Maturity Framework

The investment portfolio is to be invested within the following maturity constraints: -

Investment Type	0 to 3 Months		3 to 6 Months		6 to 12 Months		1 to 2 years		2 to 3 years	
	Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
Deposit with ADI – Maximum 36 months	15%	100%	0%	60%	0%	40%	0%	20%	0%	10%
Government Bonds	0%	20%	0%	20%	0%	20%	0%	20%	0%	10%

5. Reporting to Council

A monthly report is to be provided to Council. The report is to detail the investment portfolio in terms of holdings and impact of changes in market value since the previous report. The monthly report may also detail the investment income earned versus budget year to date and confirm compliance of Council's investments within legislative and policy limits. Council may nominate additional content for reporting.

6. Delegated Authority

That, under section 6.10 of the *Local Government Act 1995*, and as prescribed in regulation 19 of the *Local Government (Financial Management) Regulations 1996*, the CEO be delegated to administer the Investment Policy.

7. Prudent Person Standard

The investment will be managed with the care, diligence and skill that a prudent person would exercise. Officers are to manage the investment portfolio to safeguard it in accordance with spirit of this policy.

8. Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio.

This policy requires officers to disclose any conflict of interest to the CEO.

SUPPLEMENTARY CONSIDERATIONS

Corporate Social Responsibility

In making investment decisions, consideration may be given to the corporate social responsibility profile of the financial institutions with whom the Shire invests.

It is emphasised that this is a subjective criteria and may only be taken into account when making investment decisions **after** all of the objectives of this policy have been met.

Where this criteria is exercised, the justification for applying it should be recorded for future audit purposes.

Transaction Costs & Administrative Matters

The administrative, banking and reporting costs that may be associated with the particular financial instrument are to be considered in selecting an appropriate financial instrument.

SCOPE

The policy applies to any investment of surplus funds other than bank deposits for operational purposes.

Legislative and Strategic Context

Legislation covering investment of surplus funds includes:

- a. *Local Government Act 1995* Section 6.14.
- b. The *Trustees Act 1962* – Part III Investments as amended by the Trustees Amendment Act.

- c. *Local Government (Financial Management) Regulations 1996* – Regulation 19, Regulation 19C, Regulation 28 and Regulation 49.
- d. Australian Accounting Standards.

GUIDELINES

Legislative Requirements

All investments are to be made in accordance with and to comply with the following:

- a. *Local Government Act 1995* - Section 6.14;
- b. *Trustees Act 1962* - Part III Investments;
- c. *Bank Act 1959*;
- d. *Local Government (Financial Management) Regulations 1996* - Regulation 19C, 28, and 49; and
- e. Australian Accounting Standards


Annexure A – Definitions

STATUTORY ENVIRONMENT

Local Government Act 1995

Local Government (Financial Management) Regulations 1996 - Regulation 19C, 28, and 49; and

Australian Accounting Standards

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	26/08/10	32-100/11	New Policy		
02	Graeme Fardon	31/05/12	226-11/12	Revised		
03	Graeme Fardon	27/09/12	58-12/13	Revised		
04	Graeme Fardon	29/05/14	192-13/14	Revised		
05	Graeme Fardon	27/09/18	41-18/19	<i>Policy Review Project – 5/09/2018</i>		
06	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 22	
07	Leah Horton	15/12/22	137 - 22/23	Biennial Policy Review	Dec 24	

ANNEXURE A – DEFINITIONS

Standard & Poor's Rating Guide

S&P Global Ratings credit rating symbols provide a simple, efficient way to communicate creditworthiness and credit quality. The S&P global rating scale provides a benchmark for evaluating the relative credit risk of issuers and issues worldwide.

General Summary of the Opinions Reflected by S&P Ratings

- a. **'AAA'** Extremely strong capacity to meet financial commitments. Highest rating
- b. **'AA'** Very strong capacity to meet financial commitments
- c. **'A'** Strong capacity to meet financial commitments, but somewhat susceptible to adverse economic conditions and changes in circumstances
- d. **'BBB'** Adequate capacity to meet financial commitments, but more subject to adverse economic conditions
- e. **'BBB-'** Considered lowest investment grade by market participants

Fitch Ratings

Fitch Ratings publishes credit ratings that are forward-looking opinions on the relative ability of an entity or obligation to meet financial commitments. Financial Institutions Viability Ratings (VRs) measure the intrinsic creditworthiness of a bank or non-bank financial institution and reflect Fitch's opinion on the likelihood that the entity will fail.

- a. **aaa:** Highest fundamental credit quality

'aaa' ratings denote the best prospects for ongoing viability and lowest expectation of failure risk. They are assigned only to banks with extremely strong and stable fundamental characteristics, such that they are most unlikely to have to rely on extraordinary support to avoid default. This capacity is highly unlikely to be adversely affected by foreseeable events.
- b. **aa:** Very high fundamental credit quality

'aa' ratings denote very strong prospects for ongoing viability. Fundamental characteristics are very strong and stable; such that it is considered highly unlikely that the bank would have to rely on extraordinary support to avoid default. This capacity is not significantly vulnerable to foreseeable events.
- c. **A:** High fundamental credit quality

'a' ratings denote strong prospects for ongoing viability. Fundamental characteristics are strong and stable, such that it is unlikely that the bank would have to rely on extraordinary support to avoid default. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.
- d. **Bbb:** Good fundamental credit quality

'bbb' ratings denote good prospects for ongoing viability. The bank's fundamentals are adequate, such that there is a low risk that it would have to rely on extraordinary support to avoid default. However, adverse business or economic conditions are more likely to impair this capacity.

PURCHASING POLICY

PURPOSE

The Shire of Quairading (the “Shire”) is committed to delivering the objectives, principles and practices outlined in this Policy, when purchasing goods, services or works to achieve the Shire’s strategic and operational objectives.

This policy complies with the Local Government (Functions and General) Regulations 1996 (The Regulations).

OBJECTIVES

The Shire of Quairading (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.

The Shire’s purchasing activities will:

- a. Achieve best value for money that considers sustainable benefits, such as; environmental, social and local economic factors;
- b. Foster economic development by maximising 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 of 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 Quairading.
- 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 that protects commercial-in-confidence information and only releases information where appropriately approved.

POLICY

1. Ethics

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 in an honest and professional manner at all times.

2. 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.

2.1 Assessing Value for Money

Value for money assessment will 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 in regard to the supplier's operations, in accordance with this Policy and any other relevant Shire Policy including Local Economic Benefit; and
- g. Analysis and management of risks and opportunities that may be associated with the purchasing activity, potential supplier/s and the goods or services required.

3. Purchasing Thresholds & Practice

3.1 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 is 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 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.

3.2 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 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 future purchasing activity.

3.3 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; and
- 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.

3.4 Table of Purchasing Thresholds & Practices

Supplier Order of Priority

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

Priority 1:	<p>Existing Supplier or Contract</p> <p>Current contracts or contracted supplier should be used where the Shire’s supply requirements can be met through the existing contract. If the Shire does not have a current contract relevant to the required supply, then a WALGA PSA or other provider 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</p>

	<p>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 WALGA PSA or other provider 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. However, if a relevant PSA exists but an alternative supplier is considered to provide best value, then the CEO, or an officer authorised by 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 CUA may be used.</p>
Priority 4:	<p>Tender Exempt - WA State Government Common Use Arrangement (CUA)</p> <p>Use a relevant CUA regardless of whether or not the Purchasing Value will exceed the tender threshold. 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, or an officer authorised by the CEO. If no relevant CUA is available, then a Tender Exempt [F&G Reg.11(2)] arrangement may be used.</p>
Priority 5:	<p>Other Tender Exempt arrangement [F&G Reg. 11(2)]</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>Other Suppliers</p> <p>Where there is no relevant existing contract or tender exempt arrangement available, or those available do not meet operational requirements, 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>

3.5 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
<p>Up to \$5,000 (ex GST)</p> <p>Reduced in accordance with local, State and Commonwealth requirements/recommendations & financial auditing recommendations</p>	<p>Obtain at least one verbal or written quotation from a suitable supplier in accordance with the Supplier Order of Priority detailed in clause 1.4.2(1).</p> <p>The purchasing decision is to be evidenced in accordance with the Shire’s Record Keeping Plan.</p>

Purchase Value Threshold (ex GST)	Purchasing Practice
<p>From \$5,001 and up to \$20,000 (ex GST)</p> <p>Reduced in accordance with local, State and Commonwealth requirements/recommendations & financial auditing recommendations</p>	<p>Seek at least three (increased from two) verbal or written quotations from suitable suppliers in accordance with the Supplier Order of Priority detailed in clause 1.4.2(1).</p> <p>If purchasing from a WALGA PSA, CUA or other tender exempt arrangement, a minimum of one written quotation is to be obtained.</p> <p>The purchasing decision is to be based upon assessment of the suppliers 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 purchasing decision is to be evidenced using the Brief Evaluation Report Template retained in accordance with the Shire’s Record Keeping Plan.</p>
<p>From \$20,001 and up to \$50,000 (ex GST)</p> <p>Reduced in accordance with local, State and Commonwealth requirements/recommendations & financial auditing recommendations</p>	<p>Seek at least three written quotations from suitable suppliers in accordance with the Supplier Order of Priority detailed in clause 1.4.2(1) except if purchasing from a WALGA PSA, CUA or other tender exempt arrangement, where a minimum of one written quotation is to be obtained.</p> <p>The purchasing decision is to be based upon 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 purchasing decision is to be evidenced using the Brief Evaluation Report Template retained in accordance with the Shire’s Record Keeping Plan.</p>
<p>From \$50,001 and up to \$250,000 (ex GST)</p> <p>Reduced in accordance with local, State and Commonwealth requirements/recommendations & financial auditing recommendations</p>	<p>Seek at least three 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>The purchasing decision is to be based upon assessment of the suppliers 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 assesses all best and sustainable value considerations. <p>The procurement decision is to be evidenced using the Evaluation Report template retained in accordance with the Shire’s Record Keeping Plan.</p>
<p>Over \$250,000 (ex GST)</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 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 (ex GST)	Purchasing Practice
	<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>The purchasing decision is to be evidenced using the Evaluation Report template retained in accordance with the Shire’s Record Keeping Plan.</p>
<p>Emergency Purchases (Within Budget) Refer to Clause 1.4.3</p>	<p>Where goods or services are required for an emergency response and are within scope of an existing contract, the emergency supply must be obtained from the existing contract using relevant unallocated budgeted funds.</p> <p>If there is no existing 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 (No budget allocation available)</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) <i>Local Government Act</i></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-base 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>

3.6 Inviting Tenders Under the Threshold (No Requirement)

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].

3.7 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.

3.8 Request for Proposal

As an alternative to a Request for Tender, the Shire may consider conducting a Request for Proposal where the requirements are less known, or less prescriptive and detailed. In this situation, the Request for Proposal would still be conducted under the same rules as for a Request for Tender but would seek responses from the market that are outcomes based or that outline solutions to meet the requirements of the Shire.

3.9 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.

3.10 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. 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 year. For any continuing purchasing requirement, the approval must be re-assessed before expiry, to evidence that only one potential supplier still genuinely exists.

3.11 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.

Examples of avoidance which would over a reasonable period be over the threshold include:

- a. ICT Software licenses being paid annually, rather than having been rolled up in the original contract.
- b. Support and maintenance contracts undertaken on an annual basis.
- c. Individual quotes for electricians and plumbers on an ongoing basis, rather than a two year contract or a Panel of Prequalified Suppliers being established.

3.12 Australian Standards

Australian Standards are published documents setting out specifications and procedures designed to ensure products, services and systems are safe, reliable and consistently perform the way they are intended to. Standards establish a minimum set of requirements which define quality and safety criteria. Australian Standards are voluntary documents that are developed by consensus. Many Australian Standards, because of their rigour, are adopted into legislation to become mandatory or referenced in contracts.

The Shire will comply with Australian Standards in the performance of its functions (and demand the same of all contractors, consultants and trades people acting on behalf of the Shire) where this is mandatory (required by law). The Shire will make every endeavour to comply with

voluntary Australian Standards where this is not cost-prohibitive. Where the Shire does not have the capacity to comply with voluntary Australian Standards and this negatively impacts safety, reliability and/or consistency, the project or program will be abandoned.

3.13 Contract Renewals, Extensions & 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.

Robust planning and risk analysis is vital preparatory work before drafting tender documents and calling the tender to ensure that contract scopes are sufficient and do not impose limitations that may subsequently impact the viability of the purchasing outcome.

Variations should not be used to correct or cover for poor planning.

3.14 Sustainable Procurement

The Shire is committed to implementing sustainable procurement by providing a preference to suppliers that demonstrate sustainable business practices (social advancement, environmental protection and local economic benefits).

The Shire will apply sustainable procurement criteria as part of the value for money assessment to ensure that wherever possible our suppliers demonstrate outcomes which contribute to improved environmental, social and local economic outcomes.

Sustainable procurement can be demonstrated as being internally focussed (i.e. operational environmental efficiencies or employment opportunities and benefits relating to special needs) or externally focussed (i.e. initiatives such as corporate philanthropy).

Requests for quotation and tenders will include a request for suppliers to provide information regarding their sustainable practices and/or demonstrate that their product or service offers enhanced sustainable benefits.

4.1 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 develop requests to understand 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;
- f. Consider the adoption of Key Performance Indicators (KPIs) within contractual documentation that require successful Contractors to increase the number of employees from the District first; and
- g. Provide adequate and consistent information to local suppliers.

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.

4.2 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 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.

4.3 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 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.

4.4 Environmentally Sustainable

The Shire will support the purchasing of recycled and environmentally sustainable products whenever a value for money assessment demonstrates benefit toward achieving the Shire's strategic and operational objectives.

Qualitative weighted selection criteria will be used in the evaluation of requests for quote and tenders to provide advantages to suppliers which:

- a. Demonstrate policies and practices that have been implemented by the business as part of its operations;
- b. Generate less waste material by reviewing how supplies, materials and equipment are manufactured, purchased, packaged, delivered, used, and disposed; and
- c. Encourage waste prevention, recycling, market development and use of recycled/recyclable materials.

5. 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.

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*. 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 or the Executive Manager, Corporate Services.

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; 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*.

STATUTORY ENVIRONMENT

Local Government Act (1995)
Local Government (Functions and General) Regulations 1996
Corruption, Crime and Misconduct Act 2003
State Records Act 2000

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	24/02/16	134-15/16	New Policy		
02	Graeme Fardon	27/09/18	41-18/19	<i>Policy Review Project – 5/09/2018</i>		
03	Graeme Fardon	28/05/20	162/19/20	Policy Reviewed due to the recent amendments to the <i>Local Government (Functions and General) Regulations 1996</i>		
04	Nicole Gibbs	31/03/22	135-21/22	Updated delegation register	Mar 24	

SIGNIFICANT ACCOUNTING POLICIES

PURPOSE

To provide direction for the preparation of financial transactions and financial reporting.

OBJECTIVE

To adopt full accrual accounting and all other applicable accounting standards in accordance with the *Local Government Act 1995*, *Local Government (Financial Management) Regulations 1996* and Australian Accounting Standards.

To clearly detail the accounting clearly identify the basis upon which Council's annual budget, monthly financial statements, and annual financial report are prepared.

POLICY & PROCEDURE

SIGNIFICANT ACCOUNTING POLICIES

1. Basis of Accounting

The financial report comprises general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying regulations.

The *Local Government Act 1995* and accompanying regulations take precedence over Australian Accounting Standards where they are inconsistent.

Accounting policies which have been adopted for the preparation of financial reports have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, reports are prepared on the accrual basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

2. 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.

3. The Local Government Reporting Entity

All funds through which the Shire of Quairading controls resources to carry on its functions will be included in the financial statements forming part of the financial reports (annual, monthly and budget).

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 financial statements.

4. Revenue and Expenses

4.1 Rates

Control over assets acquired from rates is obtained at the commencement of the rating period. The entire balance of rates revenue has been recognised at a point in time in accordance with AASB 1058: Income of Not-For-Profit Entities.

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

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises revenue for the prepaid rates that have not been refunded.

4.2 Service charges

Service charges are 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.

Service charges excludes 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.

4.3 Grants, Donations and Other Contributions

Operating grants, subsidies and contributions are grants, subsidies or contributions that are not non-operating in nature.

Non-operating grants, subsidies and contributions are amounts received for the acquisition or construction of recognisable non-financial assets to be controlled by the local government.

4.4 Fees and Charges

Revenue (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.

4.5 Interest earnings

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

Interest income is recognised as operating revenue where it is earned from financial assets that are held for cash management purposes. Interest earned from investing monies held in reserve accounts will be classified as operating revenue and then transferred to the relevant reserve account/s.

4.6 Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position. Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours' notice with no loss of interest.

4.7 Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserves, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement and for which no liability has been recognised.

4.8 Other financial assets at amortised cost

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

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

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short-term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using current market rates. They are classified as level 2 fair values in the fair value hierarchy due to the observable market rates.

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

4.9 Financial assets at fair value through profit and loss

The Shire classifies the following financial assets at fair value through profit and loss:

- a. debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- b. equity investments which the Shire has not elected to recognise fair value gains and losses through other comprehensive income.

4.10 Investments and other financial assets

The Shire, in accordance with AASB 139: Financial Instruments- Recognition and Measurement, classifies each of its investments into one of the following categories for measurement purposes. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

a. Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Derivatives are classified as held for trading unless they are designated as hedges. Assets in this category are classified as current assets.

b. Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Shire's management has the positive intention and ability to hold to maturity. They are subsequently measured at amortised cost and recognised in profit or loss.

Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

c. Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

They are subsequently measured at fair value with changes in such fair value (i.e. gains or losses) recognised in other comprehensive income (except for impairment losses). When the financial asset is derecognised, the cumulative gain or loss pertaining to that asset previously recognised in other comprehensive income is reclassified into profit or loss.

5. Trade and other receivables

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

Trade and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components, when they are recognised at fair value.

5.1 Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables, which are expected to be collected within 12 months, are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

5.2 Impairment and risk exposure

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.

Trade receivables are held with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

The Shire's major receivables comprise rates annual charges and user fees and charges. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The Shire manages this risk by monitoring outstanding debt and employing debt recovery policies. It also encourages ratepayers to pay rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of the Shire to recover these debts as a secured charge charges at higher than market rates, which further encourages payment. The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

The Shire applies the AASB 9: Financial Instruments simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

6. Inventories

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.

6.1 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.

7. Other Assets

7.1 Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

8. Contract assets

Contract assets primarily relate to the Shire's right to consideration for work completed but not billed at the end of the period. This is due to the Shire not having met the performance obligations in the contract which give an unconditional right to receive consideration.

8.1 Impairment and risk exposure

The Shire applies the AASB 9: Financial Instruments simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all contract assets. To measure the expected credit losses, contract assets have been grouped based on shared credit risk characteristics and the days past due.

9. Fixed Assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

9.1 Initial recognition and measurement for assets held at cost

Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost the asset is initially recognised at fair value. Assets held at cost are depreciated and assessed for indicators of impairment annually.

9.2 Initial recognition and measurement between mandatory revaluation dates for assets held at fair value

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets that are land, buildings, infrastructure and investment properties acquired between scheduled revaluation dates of the asset class in accordance with the mandatory measurement framework, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluation at the next revaluation date in accordance with the mandatory measurement framework.

9.3 Revaluation

The fair value of land, buildings, infrastructure and investment properties is determined at least every five years in accordance with the regulatory framework. This includes buildings and

infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the Shire.

At the end of each period the carrying amount for each asset class is reviewed and where appropriate the fair value is updated to reflect current market conditions. This process is considered to be in accordance with *Local Government (Financial Management) Regulations 1996 s17A (2)* which requires land, buildings, infrastructure, investment properties and vested improvements to be shown at fair value.

For property, plant and equipment and infrastructure, increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss. Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

9.4 Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset’s useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

9.5 Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life
Buildings	25 - 95 years
Furniture and equipment	5 - 40 years
Plant and equipment	4 - 40 years
Unsealed Roads	
- Aggregate Surfaces	15 - 20 years
- Asphalt Surfaces	15 - 20 Years
- Pavement Surfaces	12 - 16 Years
Drainage Systems	60 - 100 Years
Clearing & Formation	Not Depreciated

Culverts/Floodways	60 - 100 Years
Concrete Footpaths	40 - 65 Years
Footpaths Other	15 - 65 Years
Kerbing	60 - 100 Years
Bridges	80 - 175 Years
Other Infrastructure	10 - 175 years
Right-of-use (buildings)	Based on the remaining lease
Right-of-use (plant and equipment)	Based on the remaining lease
Intangible assets - computer software licence	5 years

9.6 Depreciation on revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following:

- a. The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be restated by reference to observable market data or it may be restated proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or
- b. Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

9.7 Amortisation

All intangible assets with a finite useful life, are amortised on a straight-line basis over the individual asset’s useful life from the time the asset is held for use.

The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within depreciation on non-current assets in the Statement of Comprehensive Income and in the fixed assets note.

10. Capitalisation Threshold

Expenditure on items under \$5,000 is not capitalised.

11. Australian Accounting Standards – Inconsistency

11.1 Land under control prior to 1 July 2019

In Western Australia, most land under roads is Crown Land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, Council elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in Australian Accounting Standard AASB 1051: Land Under Roads and the *then Local Government (Financial*

Management) Regulations 1996 s16(a)(i) which arbitrarily prohibited local governments from recognising such land as an asset.

Whilst such treatment is inconsistent with the requirements of AASB 1051: Land Under Roads, *Local Government (Financial Management) Regulations 1996 s4(2)* provides, in the event of such an inconsistency, the *Local Government (Financial Management) Regulations 1996* prevail. Consequently, any land under roads acquired on or after 1 July 2008 was not included as an asset of the Shire.

11.2 Land under roads from 1 July 2019

As a result of amendments to the *Local Government (Financial Management) Regulations 1996*, effective from 1 July 2019, vested land, including land under roads, are treated as right-of-use assets measured at cost, and are considered a zero-cost concessionary lease.

Therefore, the previous inconsistency with AASB 1051: Land Under Roads in respect of non-recognition of land under roads acquired on or after 1 July 2008 has been removed, even though measurement at zero cost means that land under roads is still not included in the statement of financial position.

All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost.

The measurement of vested improvements at fair value in accordance with *Local Government (Financial Management) Regulations 1996 s17A(2)(iv)* is a departure from AASB 16: Leases which would have required the Shire to measure the vested improvements as part of the related right-of-use assets at zero cost.

11.3 Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year 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. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

11.4 Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises revenue for the prepaid rates that have not been refunded.

12. Other Liabilities

12.1 Contract Liabilities

Contract liabilities represent the Shire's obligation to transfer goods or services to a customer for which the Shire has received consideration from the customer.

Contract liabilities represent performance obligations which are not yet satisfied. In accordance with AASB 15: Revenue from Contracts with Customers and AASB 1058: Income of Not-for-Profit Entities, contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

12.2 Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the Shire's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the Shire which are yet to be satisfied. Capital grant/contributions liabilities are recognised as revenue when the obligations in the contract are satisfied.

Non-current capital grant/contribution liabilities fair values are based on discounted cash flows of expected cashflows to satisfy the obligations using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy due to the unobservable inputs, including own credit risk.

13. Borrowings

13.1 Financial liabilities

Financial liabilities are initially recognised at fair value when the Shire becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

13.2 Borrowing costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy due to the unobservable inputs, including own credit risk.

13.3 Employee Related Provisions

The Shire's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

13.4 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.

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 statement of financial position.

13.5 Other long-term employee benefits

Long-term employee benefit provisions 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.

13.6 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.

14. Capital Commitments

14.1 Leases

At inception of a contract, the Shire assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

14.2 Right-of-use assets – valuation measurement

Right-of-use assets are measured at cost. This means that all right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not included in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

14.3 Right-of-use assets – depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shorter. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the Shire anticipates to exercise a purchase option, the specific asset is amortised over the useful life of the underlying asset.

14.4 The Shire as a Lessor

Upon entering into each contract as a lessor, the Shire assesses if the lease is a finance or operating lease.

The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (e.g. legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

When a contract is determined to include lease and non-lease components, the Shire applies AASB 15: Revenue from Contracts with Customers to allocate the consideration under the contract to each component.

15. Joint Arrangements

15.1 Interests in joint arrangements

Joint arrangements represent the contractual sharing of control between parties in a business venture where unanimous decisions about relevant activities are required.

Separate joint venture entities providing joint ventures with an interest to net assets are classified as a joint venture and accounted for using the equity method.

Joint venture operations represent arrangements whereby joint operators maintain direct interests in each asset and exposure to each liability of the arrangement. The Shire's interests in the assets, liabilities, revenue and expenses of joint operations are included in the respective line items of the financial statements.

15.2 Joint operations

A joint operation is a joint arrangement where the Shire has joint control with another party to the joint arrangement. All parties to joint arrangement have rights to the assets, and obligations for the liabilities relating to the arrangement.

Assets, liabilities, revenues and expenses relating to the Shire's interest in the joint operation are accounted for in accordance with the relevant Australian Accounting Standard.

16. Investment in Associates

An associate is an entity over which the Shire has the power to participate in the financial and operating policy decisions of the investee but not control or joint control of those policies.

Investments in associates are accounted for using the equity method. The equity method of accounting, is whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the Shire's share of net assets of the associate. In addition, the Shire's share of the profit or loss of the associate is included in the Shire's profit or loss.

17. Investment properties

Investment properties are principally freehold buildings, held for long-term rental yields and not occupied by the Shire. Investment properties are carried at fair value.

Changes in the fair value of investment properties are recorded as other revenue.

OTHER SIGNIFICANT ACCOUNTING POLICIES**a. Goods and services tax (GST)**

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.

b. Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

c. Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d. Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the Shire applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

e. Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f. Superannuation

The Shire contributes to a number of superannuation funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

g. Fair value of assets and liabilities

Fair value is the price that the Shire would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h. Fair value hierarchy

AASB 13: Fair Value Measurement requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1 - Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 - Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 - Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable,

the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Shire selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Shire are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Shire gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

i. Impairment of assets

In accordance with Australian Accounting Standards the Shire's cash generating non-specialised assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g., AASB 116: Property, Plant and Equipment) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with the other standard.

For non-cash generating specialised assets that are measured under the revaluation model, such as roads, drains, public buildings and the like, no annual assessment of impairment is required. Rather AASB: Property, Plant and Equipment s116.31 applies and revaluations need only be made with

sufficient regularity to ensure the carrying value does not differ materially from that which would be determined using fair value at the ends of the reporting period.

GUIDELINES

Local Government Act 1995

Local Government (Financial Management) Regulations 1996


Australian Accounting Standards

STATUTORY ENVIRONMENT

Local Government Act 1995

Local Government (Financial Management) Regulations 1996

Australian Accounting Standards

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	27/08/15	24-15/16	New Policy		
02	Tony Merillo	31/08/16	SCM4-16/17	Revised		
03	Tony Merillo	24/08/17	28-17/18	Revised		
04	Graeme Fardon	27/09/18	41-18/19	<i>Policy Review Project – 5/09/2018</i>		
05	Nathan Giffellon	17/12/20	97-20/21	FIN.3 to be rescinded and FIN.3.1 to replace the existing policy	Dec 20	
06	Leah Horton	15/12/22	136-22/23	Biennial Policy Review – Amendments to match the most current Budget and Annual Financial Report templates	Dec 22	

CORPORATE CREDIT CARD POLICY

OBJECTIVE

This policy establishes rules for the use and responsibilities of corporate credit cards by ensuring that operational and administrative costs and the risks associated with credit card use are minimised while providing cardholders with a convenient method of purchasing goods and services on behalf of the Shire.

SCOPE

This policy applies to all officers issued with a corporate credit card. It documents the responsibilities attached to these cards and their acceptable use.

POLICY

1. Authority for Use of Corporate Credit Cards

Corporate Credit Cards may be issued to the Chief Executive Officer and authorised officers where it is inappropriate or inconvenient to use the Shire's normal payment systems.

2. Authority for Approval of Corporate Credit Cards

The Council must approve the issue of a credit card to the Chief Executive Officer and any change to the credit card limit. The Chief Executive Officer may approve the issue of a Corporate Credit Card and any change to credit card limits for any credit cards issued to council officers.

The *Local Government Act 1995* does not allow for the issue of Corporate Credit Cards to elected members of Local Governments. Elected Members are entitled to allowances or the reimbursement of expenses incurred on Council business.

3. Legislation

The *Local Government Act 1995* does not specifically mention the use of Corporate Credit Cards by officers in a Local Government. However, Section 6.5(a) of the *Local Government Act 1995* requires the Chief Executive Officer to ensure that proper accounts and records of the transactions and affairs of the Local Government are kept in accordance with regulations. In addition, the Local Government (Financial Management) Regulations 11(1)(a) requires Local Government to develop procedures for the authorisation and payment of accounts to ensure that there is effective security and appropriate authorisation in place for the use of credit cards.

4. Approved Bankers

Corporate Credit Cards are issued by banks and financial institutions on behalf of or through Credit Card providers such as Visa, MasterCard or American Express. Corporate Credit Cards are to be issued by its transactional banker.

5. Use of Corporate Credit Cards

The Corporate Credit Cards will only be used for purchases of goods and services in the performance of official duties for which there is a budget provision. Under no circumstances will they to be used for personal or private purposes or for the withdrawal of cash through a bank branch or any automatic teller machine. Where purchases are made by facsimile, over the telephone or on the internet, an invoice will be requested to support the purchase. Most internet transactions provide this ability and any telephone

or facsimile communications provide the opportunity to make such a request. If no invoice or receipt is available, as much detail about the transaction will be recorded and used to support the payment when required (date, company, address, ABN, amount any GST to be included). Where a payment is made for entertainment, the number of persons entertained and the names of any Shire employees in that number will be detailed on the receipt. This is required to ensure the Shire pays the correct amount of Fringe Benefits Tax.

6. Accounts & Settlement

The provider of the credit card will supply the Executive Manager, Corporate Services, with a statement of account each month. This statement will be forwarded to the cardholder for certification and the supply of receipts and tax invoices to support the Shire's claim for the GST component of purchases and services obtained. Cardholders are to certify that the account details are correct by signing the statement before it is returned to the Executive Manager, Corporate Services for payment. In the case of the Chief Executive Officer, the statement must be signed by the Chair, Audit & Risk Committee. A credit card transaction slip is not acceptable to support the claim. A tax invoice will provide a brief description of the goods and services supplied along with the suppliers ABN. The cardholder is to provide the relevant or correct expense account for the expenditure.

7. Card Lost or Stolen

Cards that are lost or stolen must be reported immediately by the cardholder to the issuing bank by telephone. At the earliest opportunity, written notification must also be given to the Executive Manager, Corporate Services so that the cancellation of the card may be confirmed and a reconciliation of the card account from the date the card was lost or stolen may be performed.

8. Misuse of Corporate Credit Cards

Cards which show unreasonable, excessive or unauthorised expenditure will be subject to audit and may result in the withdrawal of the card from the cardholder and/or disciplinary action and/or termination of employment.

9. Recovery of Unauthorised Expenditure

Unauthorised expenditure or expenditure of a private nature that is proved to be inappropriate will be recovered by deductions from the officer's salary.

10. Internal Audit of the Corporate Credit Card System

From time to time the Executive Manager, Corporate Services will provide a report on the control, use, viability and adherence to authorised policy and procedures to the Audit & Risk Committee.

11. Reward/Bonus Points

Where the Corporate Cards carry rewards or bonus points, usually to encourage the use of the card by the issuing institution, these rewards or points will be accumulated in the name of the Shire of Quairading. The Chief Executive Officer will decide how these points are to be utilised and may include a charitable, social or sporting distribution. Under no circumstances are rewards or bonus points to be redeemed for an officer's private benefit.

12. Return of Cards

When the Chief Executive Officer or other Officer cease to occupy a position that is authorised to be issued with a corporate credit card (either through internal transfer, retirement, resignation or conclusion of service contract) they must return the card to the the Executive Manager, Corporate Services at least one week prior to vacating the position so that the card may be cancelled and the account settled.

13. Responsibilities

The Executive Manager, Corporate Services is responsible for arranging the issue of the Corporate Credit Card on advice from the Chief Executive Officer.

The Executive Manager, Corporate Services' responsibilities in relation to the Corporate Credit Cards include:

- a. Maintain a Card Register of all cardholders.
- b. Arrange the issue/cancellation of the Corporate Credit Cards.
- c. Arrange for all cardholders to sign the Credit Card User Instruction Agreement (see Appendix A) on receipt of the new card and ensure the signed agreement is filed in the Card Register
- d. Process payment of card expenditure on receipt of the card statement from the bank.
- e. To keep cardholders informed of any changes to policy and procedures on the use of the Corporate Cards.

14. Cardholders Responsibilities

Officers who are issued with Corporate Cards must

- a. Ensure the care and safe keeping of the card.
- b. Adhere to the policy and procedures in relation to use of the card and its financial limits.
- c. Ensure receipts and tax invoices are received when the card is used and to produce them as evidence for settlement with the Bank.
- d. Ensure the monthly card statement is certified correct and approved for payment when received from the process payment of card expenditure on receipt of the card statement from the bank.
- e. Ensure relevant and correct expenditure account details (account numbers) are provided against each item of expenditure on the card statement to assist with the allocation of expenses and claims for the reimbursement of GST from the Australian Taxation Office.
- f. Provide an early response to enquiries that may be made by the bank, creditors or related parties, as the case may be.
- g. Use the corporate credit card in accordance with the Shire's Code of Conduct at all times.

DEFINITIONS


Nil

RELEVANT MANAGEMENT PRACTICES/DOCUMENTS

Nil

LEGISLATION/LOCAL LAWS

- *Local Government Act 1995*
- *Local Government (Financial Management) Regulations 1996 Office use only*
- *Work Health & Safety Act 2020*

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	29/09/11	53-11/12	New Policy		
02	Graeme Fardon	27/09/18	41-18/19	Policy Review Project – 4/09/2018		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 20	
04	Nicole Gibbs	24/0222	120-21/22	Biennial Policy Review	Feb 24	

RATES COLLECTION POLICY

PURPOSE

To provide guidance in the recovery of all rates revenue owed to the Shire, including outstanding rates, rubbish charges and ESL charges, as the Shire requires reliable revenue streams in order to meet the service provisions of the organisation.

To enable the Shire to meet its service obligations, it is necessary to ensure that revenues are received in a timely manner. The Shire is required to ensure that where revenue is not received in a timely manner, that appropriate measures are undertaken to recover outstanding amounts.

As a means to encourage the early payment of rates in full, the Shire may offer and administer a 'rates incentive scheme'. This scheme provides eligible ratepayers with the opportunity to win prizes for prompt and full payment.

OBJECTIVE

To provide a framework for the efficient and effective collection of outstanding rates and charges debts to reduce the likely occurrence of unrecoverable debts and to ensure consistency for all debt collection activities, whilst treating all people respectfully, fairly and consistently, and to fulfil statutory requirements in relation to the collection of rates and charges.

POLICY

1. Recovery of rates, service and ESL charges

The recovery of outstanding rates will be collected in a fair and timely manner. Rate notices are due for payment 35 days from date of issue in accordance with the *Local Government Act 1995*.

1.1 Amounts that remain outstanding past the prescribed due date will have interest applied.

Interest is calculated on the number of days from the due date of payment until the day the payment is received by the Shire of Quairading. This includes overdue amounts where the rate payer has elected to pay by an instalment option.

1.2 Accounts unpaid by the due date shown on the rate notice

Where accounts remain outstanding after the prescribed due date, a final notice shall be issued requesting full payment within fourteen (14) days, unless the rate payer has entered into a payment arrangement which has been agreed upon by both parties.

Final notices are not to be issued to eligible persons registered to receive a pensioner or senior rebate under the *Rates and Charges (Rebates and Deferments) Act 1992*, as such persons have until the 30th June of the current financial year to make payment, without incurring any penalty interest. Final notices will, however, be issued to registered pensioners or seniors where there are unpaid charges which are not subject to a rebate or deferment e.g. rubbish collection charges.

1.3 Accounts unpaid after the expiry date shown on the final notice

Where amounts remain outstanding after the expiry date shown on the final notice, recovery action will commence based upon a risk management approach as determined by the value and type of debt and may include such action as referral to Council's debt collection agency.

1.4 Seizure of rent for non-payment of rates

Where the property owner of a leased or rented property on which rates and service charges are outstanding cannot be located or refuses to settle rates and service charges owed, a notice may be served on the lessee or tenant under the provisions of section 6.60 of the *Local Government Act 1995* requiring the lessee or tenant to pay to the Shire the rent due that they would otherwise pay under the lease/tenancy agreement as it becomes due, until the amount in arrears has been paid.

1.5 Options to recover rates debt where rates are in arrears for in excess of (3) years

Under the guidance of the Shire's debt collection service provider, legal action may be undertaken to recover outstanding rates and charges. This action may include general procedure claims and property seizure and sale orders (PSSO). Any costs incurred in undertaking legal action in a Court of competent jurisdiction are recoverable from ratepayers under section 6.56 of the *Local Government Act 1995*.

2. Alternative payment arrangement

Where ratepayers are unable to make payment of their rates by one of the prescribed instalment options, they may apply for a special payment arrangement in order to avoid legal action for recovery. Special payments arrangements are to involve regular weekly, fortnightly or monthly repayments of a fixed amount, and are to achieve full payment of outstanding rates by the end of the financial year. A minimum payment of an equivalent of \$25 per week is to apply. Special payment arrangements will incur a one-off administration fee in accordance with Council's adopted fees and charges. Interest on overdue amounts (arrears) will continue to accrue at the prevailing interest rate as set out in the adopted fees & charges.

Each alternative payment arrangement requires the approval of the Chief Executive Officer or Executive Manager Corporate Services in accordance with Delegation 1.1.17 – Agreement as to Payment of Rates and Service Charges.

2.1 Options to recover rates debt where rates are in arrears for in excess of three (3) years.

a. Lodging a caveat on the title for land

If rates and service charges which are due to Council in respect of any rateable land have been unpaid for at least three (3) years a caveat may be registered on the title for the land, under the provisions of Section 6.64 (3) of the *Local Government Act 1995*. The approval of Council is required before this course of action is undertaken.

b. Sale of property

If rates and service charges which are due to Council in respect of any rateable land have been unpaid for at least three (3) years, Council may take possession of the land under the provisions of Section 6.64 of the *Local Government Act 1995*. The approval of Council is required to be obtained before this course of action is undertaken.

3. Write off debts

Financial hardship is not a ground to write off debt. Where a person is experiencing financial hardship and is unable to pay their outstanding debt, the Shire may assist the applicant, where applicable, to negotiate an alternative payment arrangement.

All write-offs will be presented to Council for consideration and will include:

- a. Name of debtor / rate payer
- b. Amount to be written off
- c. Description of invoice / assessment number
- d. Reason for write-off.

For a debt to be written off one of the following conditions must be satisfied:

- a. The debtor cannot be located
- b. Uneconomical to pursue the debt
- c. The hardship circumstances of the debtor do not warrant the taking or continuation of recovery action
- d. Legal proceedings through the courts have proved, or on legal advice would prove, unsuccessful.
- e. The write-off of the debt will result in a favourable outcome to the Council.

4. Management reporting

Rates debtors:

Management are required to maintain a status report of recovery action against all rates in arrears of more than one year.

5. Rates incentive scheme

A rate incentive scheme, in the form of prizes donated by sponsors or by the Shire, will be operated in each rating year on the basis that:

- a. Only those who have paid their rates in full, within thirty-five (35) days of the date of issue, be eligible for an entry in the draw.
- b. The winners to be randomly selected using the Shire's computerised program within the rates module of the Enterprise resource planning (ERP) software, currently SynergySoft.
- c. The prize draw to be administered and supervised by the Chief Executive Officer or Executive Manager Corporate Services.
- d. Council to allocate a budget to provide/subsidise a rates incentive scheme.

GUIDELINES

Local Government Act 1995: Part 6, Division 4, Clause 6.13 - Interest on money owing to local governments

Local Government Act 1995: Part 6, Division 6, Subdivision 4, Clause 6.45 – Options for payment of rates and service charges

Local Government Act 1995: Part 6, Division 6, Subdivision 4, Clause 6.51 - Accrual of interest on overdue rates or service charges

Local Government Act 1995: Part 6, Division 6, Subdivision 5, Clause 6.56 - Rates or service charges recoverable in court

Local Government Act 1995: Part 6, Division 6, Subdivision 5, Clause 6.60 - Local government may require lessee to pay rent

Local Government Act 1995: Part 6, Division 6, Subdivision 6, Clause 6.64 - Actions to be taken

Local Government (Financial Management) Regulations 1996

Rates and Charges (Rebates and Deferments) Act 1992

STATUTORY ENVIRONMENT

Local Government Act 1995

Local Government (Financial Management) Regulations 1996

Rates and Charges (Rebates and Deferments) Act 1992

INTERNAL ENVIRONMENT


Delegation 1.1.16: Rate Record Amendment

Delegation 1.1.17: Agreement as to Payment of Rates & Service Charges

Delegation 1.1.18: Determine Due Date for Rates or Service Charges

Delegation 1.1.19: Recovery of Rates or Service Charges

Delegation 1.1.20: Recovery of Rates Debts: Actions to Take Possession of the Land

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Nathan Gilfellon	19/12/19	93-19/20	New Policy for consideration	Dec 20	
02	Nathan Gilfellon	17/12/20	97-20/21	Biennial Policy Review – Minor Amendment	Dec 22	
03	Leah Horton	15/12/22	138 - 22/23	Biennial Policy Review – Minor Amendment	Dec 24	

RECOVERY OF RATES, DEBTS AND SERVICE CHARGES POLICY

PURPOSE

The purpose of this policy is to provide a clear, accountable, and transparent process for the Shire's rates and service charges debt management and collection practices and ensure consistency for all debt recovery.

OBJECTIVE

The Shire of Quairading aims to ensure that all payments due to the Shire are received by the due date for payment and, through close monitoring of aged accounts, to reduce the likelihood of debts for outstanding rates and service charges becoming unrecoverable. However, sometimes rates and service charges due to the Shire remain outstanding after the due date for payment. This Policy is to guide staff on the process to recover rates and service charges that are in arrears.

DEFINITIONS

Financial hardship

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.

Firebreak debtor

Means an individual who has failed to construct a firebreak and the Shire has on charged the costs incurred for construction of a firebreak on the ratepayer's property.

Payment Arrangement

Means an arrangement whereby a debtor and the Shire enter into an agreement for an amount to be paid over a set period to pay a total amount outstanding.

Rates debt

Means amounts due and payable to the Shire for rates and service charges levied by the Shire pursuant to the provisions of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*.

Rates debtor

Means an individual, organisation or other party that has outstanding monies owed to the Shire for a rates debt.

POLICY

The Shire will exercise its debt recovery powers as per Part 6 of the *Local Government Act 1995*, guided by the following principles:

- a. Equity – Implementing rate collection procedures fairly and equitably, ensuring consistent treatment of ratepayers in similar circumstances;

- b. Simplicity – Making the processes used to recover outstanding rates clear, simple to administer and cost effective;
- c. Transparency – Making clear the processes used by the Shire to ensure ratepayers meet their financial obligations;
- d. Flexibility – Responding where necessary to changes in the local economy and to meet local, State or National crises and other unforeseen events where they are applicable;
- e. Compliance – Ensuring the Shire’s rate collection procedures are compliant with all regulatory obligations.

1. Recovery of Rate Arrears

Rates are due for payment not less than 35 days from date of issue of the Rates Notice, in accordance with section 6.50(2) of the *Local Government Act 1995*. Rates debts not received by the due date shall be recovered in accordance with this Policy and any relevant legislation.

a. Interest

The Shire will charge interest against rates debts that remain outstanding more than 35 days from the date of the issue of the rates notice, as follows:

- i. Where payment of rates is made by instalments pursuant to section 6.45(3) of the *Local Government Act 1995*, interest will be charged at the rate adopted by Council as part of the annual budget, up to the maximum prescribed by regulation 68 of the *Local Government (Financial Management) Regulations 1996*; and
- ii. Where rates remain unpaid after the due date for payment pursuant to section 6.51 of the *Local Government Act 1995*, interest will be charged at the rate adopted by Council as part of the annual budget, up to the maximum prescribed by regulation 70 of the *Local Government (Financial Management) Regulations 1996*.

b. Rates outstanding after the due date shown on the rate notice

Where the Shire has not entered into a payment agreement with the rates debtor, the Shire will adopt the following process to recover outstanding rates debts due:

- i. Issue a Final Notice to the rates debtor requiring payment within 14 days.
- ii. Final Notices are not to be issued to eligible persons registered to receive a pensioner or senior rebate under the Rates and Charges (Rebates and Deferments) Act 1992; as such persons have until 30 June of the current financial year to make payment, without incurring any penalty interest. The Shire may, however, issue a Final Notice to registered pensioners or seniors for any unpaid charges not subject to a rebate or deferment (for example, waste collection charges);
- iii. If payment has not been received by the due date shown on the Final Notice, attempt to contact the debtor by other means, including telephone and email, regarding payment of the debt;

- iv. Where contact was not possible or did not result in payment of the debt or the Shire entering into a payment agreement with the debtor, issue a “Notice of Intention to Claim” demanding immediate payment; and
- v. The Shire may lodge a Minor Case Claim (where the debt is less than \$10,000) or a General Procedure Claim (where the debt is \$10,000 or more) with the Magistrates Court.
- vi. Should the debtor not respond within the timeframes established by the Court, default judgment may be requested. Where a General Procedure Claim has been lodged and default judgement requested and granted, a Property Seizure and Sale Order (PSSO) may be lodged. The PSSO authorises the Bailiff to seize and sell as much of the debtor’s real or personal property as necessary to satisfy the debt wholly.

The Shire may engage a debt collection agency and/or legal representative to act on its behalf in taking debt recovery action.

c. Recovery of rates debt from lessee

The Shire may seek to recover an outstanding rates debt from the lessee of a leased property, pursuant to section 6.60 of the Local Government Act 1995.

2. Actions to take possession of land policy.

The Shire may seek to recover an outstanding rates debt that has remained unpaid for at least three years by taking possession of the land in accordance with subdivision 6, Division 6, Part 6 of the *Local Government Act 1995*.

This may include:

- a. Leasing the land;
- b. Selling the land;
- c. Causing the land to be transferred to the crown; or
- d. Causing the land to be transferred to the Shire.

3. Local government may require lessee to pay rent

A lease includes an agreement whether made orally or in writing for the leasing or subleasing of land and includes a licence or arrangement for the use of land; lessor and lessee mean the parties to a lease and their respective successors in title.

If payment of a rate or service charge imposed in respect of any land is due and payable, notice may be given to the lessee of the land requiring the lessee to pay to the local government any rent as it falls due in satisfaction of the rate or service charge.

4. Legal costs and other expenses

Legal costs and expenses incurred by the Shire in recovering rates debts will be charged against the land in accordance with the section 6.43 of the *Local Government Act 1995*.

5. Recovery of debts resulting from construction of fire clearances

Under the *Bushfires Act 1954*, the Shire may charge property owners for the construction of a firebreak where the owner has failed to do so.

The Shire will issue an invoice to the property owner for any costs incurred by the Shire.

Where that amount remains outstanding after the due date for payment, the property owner becomes a firebreak debtor, and the debt may be recovered in accordance with this Policy.

If the account remains unpaid for a period exceeding 120 days, or if the property is listed for sale within that period, the debt may be transferred against the ratepayer's property and collected in accordance with Recovery of Rate Arrears in Section (1) of this Policy.

6. Sundry Debtors

The debt collection of sundry debtors' process to be followed is:

- a. Issue invoice (or rates notice).
- b. Issue Statement at EOM
- c. Issue reminder letter if the payment is not received 14 days after the Statement Issue due date.
- d. Issue a Notice of Demand if payment is not received within 14 days after the reminder letter.
- e. Refer the debt to the Council's debt collection agency; and
- f. Unrecoverable debts referred to Council to be written off.

Debts that may be considered reasonable to be written off will be at the discretion of Council.

The above will be administered in a reasonable time.

7. Financial Hardship

Where a rates debtor is experiencing financial hardship and is unable to enter into a payment agreement to pay outstanding rates within 12 months, application can be made for a payment arrangement under the Financial Hardship Policy.

8. Payment Arrangement

Payment arrangements facilitated in accordance with the Shire of Quairading Financial Hardship Policy and Section 6.49 of the *Local Government Act 1995* are to be of an agreed frequency and amount. These arrangements will consider the following:

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

The Shire reserves the right to consider waiving additional charges or interest (excluding the late payment interest applicable to the Emergency Services Levy).

The Shire will suspend its debt recovery processes whilst negotiating a suitable SPA with a debtor. Where a debtor is unable to make payments in accordance with the agreed payment plan, the debtor advises the Shire and makes an alternative plan before defaulting on the 3rd due payment, then the Shire will

continue to suspend debt recovery processes. A special payment arrangement may be negotiated and entered into between the parties.

Special Payment Arrangement

A ‘Special Payment Arrangement’ is a non-legal (but binding) arrangement between the debtor/ratepayer and the Shire, whereby the debt/outstanding money is progressively paid in agreed instalments over a period of time, by amounts that are mutually agreed between the two parties. Where reasonable, the arrangement should be made so the debt is paid off before the end of the financial year of when the application is made.

- a. Applicants are required to complete an application form for a SPA [Appendix A], giving relevant information regarding their financial position and provide any additional documentation, verifying the financial position of the applicant to substantiate the information supplied.
- b. The application will be sent to the Executive Manager of Corporate Services for assessment which will result in approval, denial, or further negotiation to reach an agreement where both parties are satisfied.
- c. In the event of an applicant being dissatisfied with the decision of the Executive Manager of Corporate Services, they will have access rights for a review to the Chief Executive Officer, and/or Council.

Where a ratepayer has not reasonably adhered to the SPA by 01 July of the current financial year of which the SPA was entered into, the Shire will offer the ratepayer one further opportunity of adhering to the SPA. This offer will be to clear the total of the rates and service charge debts that remain outstanding by a reasonable time at the discretion of the Executive Manager of Corporate Services.


Rates and service charge debts that remain outstanding during the financial year and thereafter, will then be subject to the rates debt recovery procedures prescribed in the *Local Government Act 1995*.

GUIDELINES

- Shire of Quairading Schedule of Fees & Charges
- Shire of Quairading Financial Hardship Policy.
- Shire of Quairading Rates Collection Policy.

STATUTORY ENVIRONMENT

- Local Government Act 1995 - Part 6*
- Local Government (Financial Management) Regulations 1996 Rates and Charges (Rebates and Deferments) Act 1992*
- Bushfires Act 1954*

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Nicole Gibbs	29 June 2023	267 - 22/23	New Policy	June 2025	

FINANCIAL HARDSHIP POLICY

PURPOSE

The purpose of this Policy is to provide guidance to:

1. Staff on how to effectively and fairly manage a customer who is experiencing financial hardship and the debt recovery process and;
2. To residents of Quairading who may be experiencing financial hardship on how the Shire of Quairading can reasonably assist.

OBJECTIVE

The objective of this Policy is to:

1. To support the community. The Shire of Quairading recognises that the still-relevant effects of COVID-19 and/or other external factors may result in financial hardship for some ratepayers.
2. To ensure that the Shire offer fair, equitable, consistent, and dignified support to persons suffering financial hardship, while treating all members of the community with respect and understanding during difficult times.
3. To outline clear and appropriate debt recovery procedures which will be undertaken by the Shire of Quairading and to ensure effective control over all invoiced debts owed to the Shire whilst being sympathetic to those ratepayers and debtors suffering genuine financial hardship.

POLICY

It is a reasonable community expectation, 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 provide evidence of financial hardship and the statutory provision of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996* will apply.

1. 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 debt, 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.

2. Financial Hardship Criteria

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

- a. Recent unemployment or under-employment.
- b. Sickness or recovery from sickness.
- c. Low income or loss of income, and
- d. Unanticipated circumstances, (for example, 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 payments where possible or entering into a payment plan.

The Shire will consider all circumstances, applying the principles of fairness, integrity and confidentiality, whilst complying the Shire's statutory responsibilities.

3. Debt Management and Recovery Principles

The management and recovery of outstanding debts is an important aspect to the Shire's financial management function. The Shire has responsibility to recover monies owing to it in a timely and efficient manner to finance its operations and ensure effective cash flow management.

The Shire will:

- a. Recover all outstanding debts, rates, and service charges, utilising the relevant legislation and legal processes, in accordance with the Local Government Act 1995 and any other applicable legislation.
- b. Have regard to an individual's hardship relating to outstanding debts, rates and service charges, when administering this Policy.
- c. Consider all written requests from person's experiencing difficulties with making payments for debt or rates and service charges. Such persons will be required to make a written application to the Shire to enter into a Special Payment Arrangement (SPA), to warrant the Shire's consideration of leniency.
- d. The debt collection of sundry debtors' process to be followed is:
 - i. Issue invoice (or rates notice).
 - ii. Issue Statement at EOM
 - iii. Issue reminder letter if the payment is not received 14 days after the Statement Issue due date.
 - iv. Issue a Notice of Demand if payment is not received within 14 days after the reminder letter.
 - v. Refer the debt to the Council's debt collection agency; and
 - vi. Unrecoverable debts referred to Council to be written off.

Debts that may be considered reasonable to be written off will be at the discretion of Council.

The above will be administered in a reasonable time.

4. Payment Arrangements

Payment arrangements facilitated in accordance with Section 6.49 of the *Local Government Act 1995* are to be of an agreed frequency and amount. These arrangements will consider the following:

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

The Shire reserves the right to consider waiving additional charges or interest (excluding the late payment interest applicable to the Emergency Services Levy).

The Shire will suspend its debt recovery processes whilst negotiating a suitable SPA with a debtor. Where a debtor is unable to make payments in accordance with the agreed payment plan, the debtor advises the Shire and makes an alternative plan before defaulting on the 3rd due payment, then the Shire will continue to suspend debt recovery processes. A special payment arrangement may be negotiated and entered into between the parties.

Special Payment Arrangement

A 'Special Payment Arrangement' is a non-legal (but binding) arrangement between the debtor/ratepayer and the Shire, whereby the debt/outstanding money is progressively paid in agreed instalments over a period of time, by amounts that are mutually agreed between the two parties. Where reasonable, the arrangement should be made so the debt is paid off before the end of the financial year of when the application is made.

- a. Applicants are required to complete an application form for a SPA [Appendix A], giving relevant information regarding their financial position and provide any additional documentation, verifying the financial position of the applicant to substantiate the information supplied.
- b. The application will be sent to the Executive Manager of Corporate Services for assessment which will result in approval, denial, or further negotiation to reach an agreement where both parties are satisfied.
- c. In the event of an applicant being dissatisfied with the decision of the Executive Manager of Corporate Services, they will have access rights for a review to the Chief Executive Officer, and/or Council.

Where a ratepayer has not reasonably adhered to the SPA by 01 July of the current financial year of which the SPA was entered into, the Shire will offer the ratepayer one further opportunity of adhering to the SPA. This offer will be to clear the total of the rates and service charge debts that remain outstanding by a reasonable time at the discretion of the Executive Manager of Corporate Services.

Rates and service charge debts that remain outstanding during the financial year and thereafter, will then be subject to the rates debt recovery procedures prescribed in the *Local Government Act 1995*.

Interest Charges

A ratepayer who meets the financial hardship criteria specified in this policy and enters into a SPA may request a suspension or waiver of interest charges. Applications will be assessed on a case-by-case basis.

5. Deferment of Rates

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

The deferred rates balance:

- a. Remains as a debt on the property until paid;
- b. 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;
- c. 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

d. Does not incur penalty interest charges.

6. Review Rights

Any person who is aggrieved by a decision will have the right of a review. The Review will be assessed by the Chief Executive Officer, within a reasonable period of time.

7. Communication and Confidentiality

The Shire will maintain confidential communications at all times and will undertake to communicate with a nominated support person or other third party, if requested.

The Shire will advise ratepayers of this Policy and its application, when communicating in any format (i.e. verbal or written) with a ratepayer that has an outstanding debt, rate, or service charge debt.

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

8. Delegation

The Chief Executive Officer is authorised to administer this Policy in accordance with the Council Delegated Authority Register.

GUIDELINES


Local Government Act 1995

Local Government (Financial Management) Regulations 1996

STATUTORY ENVIRONMENT

Local Government Act 1995

Local Government (Financial Management) Regulations 1996

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Nicole Gibbs Tricia Brown	29 June 2023	268 - 22/23	New Policy required in line with Delegation Register	June 2025	

APPENDIX 1

Shire of Quairading Payment Arrangement Application

Name of Owner/s: _____

Assessment Number: A_____

Property Address: _____

Payment Arrangement Terms and Conditions

- Interest will continue to accrue at the rate of 7%pa on overdue amounts until debt is paid in full.
- You can make additional voluntary payments or pay off the debt at any time.
- If you are unable to make a payment please contact Council’s Rates Officer on 08 9645 2400 to discuss your circumstances.
- If you do not adhere to the payment arrangement as stated in the agreement Council will proceed with debt recovery action.
- Any expenses incurred from debt recovery action or legal proceedings will be added to your assessment for payment.
- Once legal proceedings are commenced, this may have an adverse effect on your credit rating and implications for seeking future finance.
- As per Council’s Schedule of Fees and Charges, a \$25.00 administration fee applies for all accepted payment arrangements.

Balance Outstanding as at (DD/MM/YYYY) is \$ <Value>

Minimum repayment required is \$<Value> per fortnight.

(These amounts do not include the administration fee and any accrued interest charges)

I agree to make payments Fortnightly on the specified dates starting _____ and agreed amount of \$_____ per week/fortnight in accordance with the terms and conditions.

I am aware of the consequences that will be bought against me if the agreement is not adhered to. Payment amounts must clear rates debts including interest prior to 30th June of the current rating year.

Signature of Owner/s

Date

Signature of Authorising Officer

Date

PAYMENTS

Westpac Bank
 Shire of Quairading Municipal Account
 BSB: 036-172
 Account Number: 000 001
 Reference – Assessment Number & Surname eg A3569 Blogs

Given rate amounts change each year this agreement will expire on 30 June 2023, a new payment arrangement agreement must be entered into with the Shire of Quairading for future rating periods.

LIGHT VEHICLE FLEET MANAGEMENT POLICY

OBJECTIVES

To ensure optimal light vehicle fleet utilisation, minimise overall vehicle Total Cost of Ownership and reduce vehicle emissions consistent with industry best practice.

To ensure that processes are in place to manage the purchase, use, operation and disposal of vehicles in the Shire's fleet.

To ensure the effective management of the Shire's fleet of Light Vehicles in line with community expectations and operational business needs.

DEFINITIONS

Fleet

A number of workplace vehicles operating together or under the same ownership. The vehicle may be a vehicle shared by multiple staff members for work use or a vehicle used by one staff member for personal use.

SCOPE

This policy applies to all staff, elected members, contractors and volunteers of the Shire of Quairading in the operation of the Shire's light vehicle fleet.

POLICY

The Shire will retain a fleet of motor vehicles that are essential for operational requirements to service the community.

The vehicle fleet will comprise a range of suitable, safe and environmentally friendly vehicles with some flexibility in vehicle type for staff with full private use.

1. Value of Vehicles

In order to meet functional requirements of the reason for which the vehicle is being acquired it must be fit for purpose, have low whole of life costs and ensure employee benefits are appropriate.

The operational needs of the Shire are the primary consideration of the policy, including the cost, size and vehicle specification, environmental credentials, acquisition, management/maintenance and disposal.

CEO approval is required prior to staff recruitment if there is a potential need for a vehicle.

All employees or authorised personnel must abide by their responsibilities to ensure the vehicle is used and maintained in a suitable manner.

2. Vehicle Purchases & Selection

Vehicle purchases will be in accordance with the Procurement Policy and relevant management practices and as defined in an employee's contract of employment.

A weighted assessment will take into consideration the economic, environmental and safety aspects for a range of vehicles that meet the Shire's fit for purpose requirements.

The purchase and renewal of the Shire’s light vehicles will be selected from the relevant State Government Fleet Acquisition Contract, unless the vehicles are second-hand.

3. Environmental Considerations

In order to minimise the impact of the Shire’s light vehicle fleet on the environment, hybrid and low emissions or alternative fuel vehicles will be considered for purchase if and where strategically practical and where budget allows.

4. Vehicle Disposals

The replacement of vehicles will occur on an appropriate timeline in line with usage, warranty, suitability, maintenance and cost.

The optimum replacement timing for the Shire’s light fleet is to be reviewed at least every five years.

Under this Policy, vehicles will be changed over at five years or 100,000 kms (whichever is first).

Disposals of the Shire’s fleet are as per the *Local Government Act 1995, Policy 304 - Disposal of disused equipment, machinery and other material* and the relevant management practice for the disposal of property, either through trade-in or auction. The most cost effective method for sale of each vehicle will be evaluated with the aim to maximise return on the Shire’s investment.

Light fleet vehicles identified with low levels of operational requirements will be phased out over time (the next three years).

5. Private Vehicle Use

Private use vehicle conditions will be in accordance with the relevant employment contract or the Award.

GUIDELINES


Practice 223.1 Fleet Management

Policy 301 Procurement

Policy 304 Disposal of disused equipment, machinery and other material

STATUTORY ENVIRONMENT

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Nicole Gibbs	29/09/2022	66 - 22/23	New Policy	Sept 22	

DISPOSAL OF PROPERTY POLICY

PURPOSE

This policy is intended to provide guidelines for the disposal of Shire of Quairading owned property deemed surplus to the Shire's requirements.

OBJECTIVE

The Shires Disposal of Property Policy intent is to ensure full compliance with applicable legislative obligations and principles of transparency:

- a. Assets disposal decisions, including reasons for such action are to be recorded in the Shires assets registers and associated accounting records;
- b. Under no circumstances are items to be donated to staff.

DEFINITIONS

For the purpose of clarity, the term "Property" and "Asset" are interchangeable to ensure alignment with the *Local Government Act 1995*.

Disposal

Includes to sell, lease, or otherwise dispose of, whether absolutely or not.

Property

Includes the whole or any part of the interest of a local government in property but does not include money. The term "Property" encompasses:

- a. Plant and vehicles trade-ins.
- b. Machinery.
- c. Furniture.
- d. Equipment.
- e. Miscellaneous items.
- f. Abandoned vehicles.
- g. Building/construction materials.
- h. Livestock and;
- i. Land or buildings.

POLICY

1. Statutory provisions of property disposal

Under Section 3.58 of the *Local Government Act 1995*, a local government can only dispose of property to:

- a. The highest bidder at public action; or
- b. The person at public tender who, called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender.

The Shire can dispose of property other than above if, before agreeing to dispose of the property, it:

- a. Gives local public notice of the proposed disposition, describing the property concerned and giving details of the proposed disposition:
 - i. Describing the property concerned; and
 - ii. The names of all other parties concerned; and
 - iii. The consideration to be received by the local government for the disposition; and
 - iv. The market value of the disposition.
- b. Invites submissions to be made to the Shire before a date not less than 2 weeks after the first notice is given, and;
- c. Considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.

This does not apply to:

- a. A disposition of an interest in land under the *Land Administration Act 1997* Section 189 or 190; or
- b. A disposition of property in the course of carrying on a trading undertaking as defined in section 3.59; or
- c. Anything that the local government provides to a particular person, for a fee or otherwise, in the performance of a function that it has under any written law; or
- d. Any other disposition that is excluded by regulations from the application of this section.

2. Authority to Dispose of Property

- a. Decisions on the disposal of property (assets) may only be made in accordance with Delegated Authority detailed in the Shire's Delegated Authority Register or by resolution of Council.
- b. For major project work where disposal of property (assets) is likely to exceed the delegated authority limit, a Council resolution is required that details full financial and asset management implications associated with the disposal(s).
- c. In instances where major projects requiring Council approval and include as part of the works disposal of existing assets, there is an obligation to disclose the written down value under financial implications of the Council report.

3. Plant, Machinery, Furniture, Equipment and Miscellaneous Items

The disposal of property (other than land or buildings) with a market value of less than \$20,000 is an exempt disposition under Regulation 30 of the *Local Government Functions and General Regulations 1996*. Accordingly, the following methods of disposal may be used by the Shire:

- a. Sale by public or private auction, including an online bidding system or portal system.
- b. Trade-in for other property.
- c. Donation or gifting of the property to local schools and community groups or not for profit organisations by Council Resolution.

The disposal of property (other than land) is an exempt disposition under Regulation 30 of the Local Government Functions and General Regulations 1996 if the entire consideration received by the local government for the disposition is used to purchase other property, and where the total consideration for the other property is not more, or worth more, than \$75 000.

At all times, the Shire will aim to maximise the value of any asset being disposed of.

Disposal of existing plant and equipment is based on the following considerations:

- a. A condition rating applied to each asset;
- b. An assumed economic life applied to each asset group;
- c. A replacement date for each asset;
- d. Asset replacement cost.

It is the responsibility of the Executive Manager of Works & Services to ensure the monitoring of all plant, machinery, equipment, and miscellaneous items to ensure that they are being utilised to provide maximum benefit to the Council. Any changes or usage that may have a detrimental effect to the Shire must be brought to the attention of Council.

4. Unsaleable Property (other than land or buildings) – Including Damaged and/or Contaminated Property

When all efforts fail to dispose of the property in accordance with the above guidelines, the Shire may resort to sale by private treaty if any unsolicited offers are received or the Shire may choose (by Council Resolution) to offer the property to a local community group or member at no cost or authorise its disposal by recycling or scrapping.

5. Livestock and Other Animals

When the Shire is in a position to dispose of livestock or any other animals, the below methods of disposal may be used:

- a. In the first instance, the shire must attempt to surrender the livestock or animal to an appropriate rescue organisation.
- b. If this is unsuccessful, sale by public or private auction.

If neither of the above two options are successful, the Shire may choose to dispose of the property by private treaty if any unsolicited offers are received or the Shire may choose to offer the property to a local community group or member at no cost. If the above methods of disposal fail, the Shire may resort to the humane destruction of said livestock or animal.

At all times, the disposal of all livestock and other animals will be in accordance with the relevant acts, namely; *Dog Act 1976*, *Cat Act 2011* and *Local Government Miscellaneous Provisions Act 1960*.

6. Sale of Land

The direction provided by this policy applies to any sale of land or buildings owned by Council and does not apply to sale of land for the recovery of unpaid rates.

The Council will approve the sale of Council land or buildings by:

- a. Offering the property for sale by tender; or

- b. Appointment of a real estate agent to market the sale of the property by private treaty; or
- c. Appointment of a real estate agent to conduct a public auction; or
- d. A combination of the above.

Prior to the disposal of the property, a reserve figure or disposal price for the property to be offered for sale shall be determined in consultation with the appointed agent (where appropriate).

The reserve price shall be no less than a sworn valuation obtained from a Licensed Valuer, obtained not more than 6 months prior to the proposed disposition.

The deposit required to be paid if the property is sold by public auction or private treaty is \$10,000, on the fall of the hammer at auction or on the date of the acceptance of an offer to purchase, with the balance payable at settlement.

7. Public Auction

Where a property is offered for sale by public auction and fails to sell at the set reserve figure, the agent may be appointed to continue to market the property for a period of 90 days following the date of auction, to achieve a sale, providing that:

- a. Any offer to purchase is in a form which may be accepted;
- b. The agent's commission is to be calculated on the sale price achieved or as otherwise agreed to;
- c. The offer is for the amount equal to or higher than the reserve price set for the auction, unless otherwise agreed to by the CEO; and
- d. The provisions of section 3.58 of the *Local Government Act 1995* have been satisfied.

8. Public Tender

If a property is to be sold by public tender the provisions of Section 3.58 (2)(b) of the *Local Government Act 1995* apply. If the tender fails to secure an acceptable offer, the land may be sold by private treaty.

9. Private Treaty

Where a property is to be sold by private treaty without being first offered at public auction or public tender, the following provisions relating to giving public notification of the proposed disposition to Section 3.58 (3) of the *Local Government Act 1995* (Public Notice) will apply:

- a. The offer to purchase must be in a form which may be accepted;
- b. An offer may not be accepted if less than the agreed disposal price as set in accordance with this policy, or is a price acceptable to Council and has been advertised in accordance with Section 3.58; and
- c. An amount of \$10,000 deposit is to be paid by the prospective purchaser upon acceptance of the offer to purchase made with the balance payable on the settlement date. This provision does not apply if the property is purchased for less than \$10,000.

10. Unsolicited Offers

If Council receives an unsolicited offer for a Council Property, the CEO will determine based on Council's adopted strategies on land and buildings whether or not an offer should be considered.

If yes, a sworn valuation will be obtained from an independent licensed Valuer. The CEO may make such other inquiries as they consider appropriate to ascertain the market value.

If the valuation is higher than the proposed offer, the intending purchaser will be given the opportunity to increase the offer to meet the valuation.

The proposed disposition will then be put to Council for consideration where Council may:

- a. Reject the offer;
- b. Accept the offer subject to the provisions of Section 3.58, and advertise for public submissions;
- c. Make a counteroffer, which would also be subject to Section 3.58, if accepted; or
- d. Seek to dispose of the property by Auction of Public Tender and invite the proponent to participate.

11. Dealing with Stakeholders

Council properties may have other affected stakeholders or other persons who have an interest in the land. This may include:


- a. Current tenants;
- b. Potential future tenants where some substantive discussions have occurred; or
- c. Adjacent landowners.

Any discussions with stakeholder/s should be documented, and where appropriate confirmed in writing. If stakeholder/s indicate a genuine interest in purchasing the property, they should be encouraged to make a submission to that effect or participate in a public process as the case may be.

STATUTORY ENVIRONMENT

Where assets have been identified as being surplus to the Shires requirements, due for replacement or is deemed appropriate for disposal through the relevant act, the following procedures will apply to the disposal of that asset.

- a. Section 3.58 of the *Local Government Act 1995* requires Council to dispose (sell, lease or otherwise dispose) of property assets either by public auction or public tender in accordance with the legislated requirements. Section 3.58 5(d) allows for certain dispositions to be exempted from these requirements through regulation.
- b. The disposition of which shall be an exempt disposition pursuant to Regulation 30(2) and (3) of the *Local Government (Functions and General) Regulations 1996*.

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Nicole Gibbs	29 June 2023	266 - 22/23	New Policy	June 2025	

SECTION 4 - PERSONNEL

EQUAL OPPORTUNITY POLICY**POLICY**

- a. The Shire of Quairading is an Equal Opportunity Employer and will provide equality in employment for all people employed or seeking employment.
- b. People will be given a fair and equitable chance to compete for appointment, promotion or transfer, and to pursue their career effectively.
- c. Consistent with this, Shire of Quairading will not condone, and regards as unfair, all forms of unlawful discrimination or vilification, including that which relates to:
 - i. Gender;
 - ii. Pregnancy;
 - iii. Potential pregnancy;
 - iv. Marital/domestic status;
 - v. Disability;
 - vi. Race, colour, national extraction, social origin, descent, and ethnic, ethno-religious or national origin;
 - vii. Age;
 - viii. Family responsibilities, family status, status as a parent or carer;
 - ix. Racial classification;
 - x. Sexuality;
 - xi. HIV/AIDS vilification;
 - xii. Religious belief or activity;
 - xiii. Political belief or activity;
 - xiv. Industrial activity;
 - xv. Employer association activity;
 - xvi. Trade union activity;
 - xvii. Physical features;
 - xviii. Breastfeeding;
 - xix. Transsexuality;
 - xx. Transgender;
 - xxi. Profession, trade, occupation or calling;
 - xxii. Medical record; and
 - xxiii. Criminal record (unless for reasons Government clearance for workers or Council Member eligibility).
- d. In all cases no factors other than performance, experience and competence are to be used as the basis for performance assessment, training and development opportunities and promotions.
- e. All employees will contribute to and comply with the initiatives contained within the Strategic Community Plan, Corporate Business Plan, Reconciliation Action Plan and underpinning operational plans.
- f. All employees will contribute and comply with the respective Award, the National Employment Standards and other relevant industrial relations legislation.

PROCEDURE

- a. These procedures compliment and are to be read in conjunction with the procedures detailed in the Bullying, Harassment & Diversity Policy and Grievance Resolution Policy.
- b. Management will manage and direct workers equally and will not make decisions or take action based on any of the discriminatory factors listed above.
- c. Management will make all decisions relating to appointment, promotion and career development without regard to any matters, other than the individual's inherent ability to carry out the position.
- d. The ability to liaise with, empathise with and share experiences with Aboriginal and Torres Strait Islander peoples is recognised as an inherent ability.
- e. Management and workers are to treat and engage with tenants, clients, workers and all other stakeholders equally and will not make decisions or take action based on any of the discriminatory factors listed above.
- f. If a worker considers a work-related decision has been made based on one or more of the discriminatory factors above, the worker is to follow the procedures in the Grievance Resolution Policy.

DEFINITIONS

Discrimination

Unlawful workplace discrimination occurs when an employer takes adverse action against a person who is an employee or prospective employee because of the following attributes of the person:

- a. Gender;
- b. Pregnancy;
- c. Potential pregnancy;
- d. Marital/domestic status;
- e. Disability;
- f. Race, colour, national extraction, social origin, descent, and ethnic, ethno-religious or national origin;
- g. Age;
- h. Family responsibilities, family status, status as a parent or carer;
- i. Racial classification;
- j. Sexuality;
- k. HIV/AIDS vilification;
- l. Religious belief or activity;
- m. Political belief or activity;
- n. Industrial activity;
- o. Employer association activity;
- p. Trade union activity;
- q. Physical features;
- r. Breastfeeding;
- s. Transsexuality;
- t. Transgender;
- u. Profession, trade, occupation or calling;
- v. Medical record; and
- w. Criminal record (unless for reasons Government clearance for workers or Council Member eligibility).

Diversity

Workplace diversity means individual differences across the workforce and the adaptation of work practices to create an inclusive environment in which all diverse skills, perspectives and backgrounds are valued. Examples of differences include:

- a. Gender;
- b. Age or life-stage;
- c. Language, ethnicity or cultural background;
- d. Disability;
- e. Sexual orientation;
- f. Religious belief;
- g. Education;
- h. Socio-economic background;
- i. Personality;
- j. Geographic location;
- k. Marital status; and
- l. Family or other carer responsibilities.

Equal Opportunity

Equal opportunity means the aggregation of policies and practices in employment and other areas that prohibit discrimination against people according to race, colour, age, sex, national origin, religion, or mental or physical disability.

Equal Employment Opportunity

Workers have equal access to training, promotion, appointment or any other employment related issue without regard to any factor not related to their competency and ability to perform their duties.

Grievance

Grievance means a formal complaint by a worker directly related to:

- a. The work environment;
- b. Functions performed at work;
- c. Other people at work;
- d. The treatment of the worker and / or other people at work.

If the complainant has not formalised a complaint, the complaint is not yet a grievance.

Victimisation

A worker who has made a complaint of discrimination or harassment is subject to detriment.

ACCOUNTABILITIES & RESPONSIBILITIES

- a. The Council is accountable for:
 - i. Ensuring the organisation has in place a lawful, transparent and accountable policy framework, supported by an appropriate suite of policies and procedures.
 - ii. Endorsing (or not) each organisational policy document in a timely and effective manner; and
 - iii. Delegating implementation of each policy document to the CEO.
- b. The CEO is accountable for ensuring the development, implementation, monitoring and review of this policy document, in accord with governing legislation and Council directives.
- c. The Executive Management Team and Managers are responsible for:

- i. Ensuring that all workers under their direction comply with this policy document; and
- ii. Enacting process to redress non-compliance with this policy document.
- d. All workers are individually responsible for complying with this policy document.

GUIDELINES

Local Government Act 1995

STATUTORY ENVIRONMENT

Equal Opportunity Act 1984

Fair Work Act 2009

Fair Work Amendment Act 2013

Local Government Act 1995

Racial Discrimination Act 1975 (Cth)


Workplace Gender Equality Act 2012

Work Health & Safety Policy 2020

Local Government Industry Award 2020

Industrial Relations Act 1979

Minimum Conditions of Employment Act 1993

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Nicole Gibbs	24/02/23	166-22/33	New Policy	Feb 2025	

LEAVE MANAGEMENT POLICY

PURPOSE

The purpose of this Policy is to provide a consistent application of the leave provisions in the Local Government Industry Award by: -

1. Managing the significant financial implications of leave liability.
2. Meeting work health and safety obligations by ensuring staff take four weeks leave every year.
3. Facilitating consistency throughout the Shire of Quairading in administering the leave provisions for employees.
4. Providing management with direction to effectively manage the annual and long service leave entitlements of employees.
5. Encouraging employees to take leave by reinforcing the positive benefits of taking leave when it becomes due.

OBJECTIVE

1. To ensure employees access their leave accruals in accordance with the National Employment Standards, *the Work Health & Safety Act 2020* and the provisions of the Local Government Industry Award.
2. To manage the significant financial implications of organisational leave liability.

POLICY & PROCEDURE

1. Permanent employees are entitled to annual and long service leave consistent with the provisions of the National Employment Standards and the Local Government Industry Award: -
 - a. Full Time Employees are entitled to four weeks leave per annum.
 - b. Part Time Employees accrue annual leave on a pro rata basis.
 - c. Annual leave accrues progressively and accumulates from year to year.
2. The entitlement is 13 weeks of long service leave for every ten years of continuous service (for a full time employee). Part time and casual employees' long service leave is based on the hours they have worked in the 12 months prior to their anniversary date.
3. All employees are required to take long service leave within one year from the date in which it is accrued, subject to any approval of deferred long service leave by the CEO.
4. In the case of the CEO, Council is to consider an application for the deferral of long service leave.

Approvals & Obligations

1. Leave application forms are required to be completed and submitted for approval to the relevant manager/supervisor.
2. Leave applications may be considered in the context of the Minimum Conditions of Employment Act, *the Work Health & Safety Act 2020*, the needs of the employee and the operational requirements of the organisation.

3. The employee will provide the employer with a minimum of six weeks' notice to take planned annual leave. Unplanned annual leave will be considered on a case by case basis (including consideration of the urgency for the leave and organisational need).
4. Managers are required to consider how the duties and responsibilities of the position are to be delivered in the absence of the employee on leave.
5. After approval by the employees' responsible manager, leave forms are to be forwarded to the Senior Administration Officer for processing.
6. It is the obligation of individual employees, in conjunction with their manager/supervisor, to determine whether there is a need to communicate their impending absence to other employees. As a general rule, managers should advise all employees of the absence and what acting arrangements, if any, have been put in place during the period of leave.
7. Where coverage is not possible to accommodate all leave applications submitted, it is the responsibility of the manager to consult the affected employees regarding the situation to enable a resolution to be achieved.
8. The accrual of time in lieu (TOIL) is only permitted where approved by an Executive Manager in advance and must be taken within one month after the accrual. There is no exception to this timeframe. If TOIL is permitted to accrue, it increases the organisation's leave liability because staff use accrued TOIL instead of annual leave.
9. Staff that accrue a monthly Rostered Day Off (RDO) must use the RDO one month after accrual. There is no exception to this timeframe. If RDOs are permitted to accrue, it increases the organisation's leave liability because staff use accrued RDOs instead of annual leave.

Taking of Leave

1. The manager or supervisor is required to manage the taking of leave and to maintain a leave roster ensuring that adequate coverage of functions is maintained.
 - a. The employer will recognise the employees' rights under the Minimum Conditions of Employment Act 1993 when considering leave applications.

The employer will recognise the employees' rights under the *Work Health & Safety Act 2020* when considering leave applications.
 - b. The employer will endeavour to approve leave applications to meet the convenience of the employee, however the operational needs of the local government must be considered.

Leave application forms should be signed by the applicant and approved by the responsible manager. All leave application forms need to be forwarded to the Senior Administration Officer for action.

Where an employee requires a period of personal leave for injury or illness while on annual leave, they may apply to have the leave reversed in line with the notice and evidence requirements set out in the Award (which requires a doctor's certificate stating the employee is unfit to perform their usual duties).

Leave Rosters

1. Executive staff are required to develop and maintain leave rosters that identify proposed relief/coverage arrangements for all employees within their area of responsibility.
2. Where relief is required, this is to be negotiated by the relevant manager.
3. To encourage effective workforce planning, teams are to monitor the leave roster to ensure that sufficient employees are available to cover for peak workload periods and holiday periods.
4. Supervisors are to regularly monitor the leave taken to ensure that the total accrued leave does not exceed this policy.

Excess Leave

1. As per LGIA 2020 for excessive accruals and annual leave are:-
 - a. An employee has an excess leave accrual if the employee has accrued more than eight week's paid annual leave.
 - b. Annual leave is taken by agreement, but the employer may not unreasonably refuse an employee's request to take annual leave.
 - c. Provided four weeks' notice is given, a local government may require an employee to take annual leave:-
 - i. As part of a close-down of its operation (such as over the Christmas/ New Year period)
 - d. Where more than eight week's leave is accrued provided the employee retains a balance of at least four weeks Work Health & Safety Act 2020.

2. Employees are to be informed that under the provisions of the Local Government (Long Service Leave) Regulations:

"Where the commencement of long service leave has been postponed to meet the convenience of the employee beyond a period of six months, the rate of payment for or in lieu of that leave shall be at the rate applicable to the employee for ordinary time (excluding allowances) at the end of the period of 6 months unless otherwise agreed in writing between the Local Government and employee."

Cashing out of Annual Leave

1. An employee may request to cash out up to two weeks' annual leave every 12 months, as long as they maintain a balance of four weeks annual leave. The request will only be approved in extreme circumstances (e.g. death of an overseas family member) due to:
 - a. The significant cost to the organisation of cashing out leave; and
 - b. The organisation's work health and safety obligation to ensure staff take four weeks' leave every year.

Deferral of Long Service Leave

1. Within six months of long service leave becoming due, managers/supervisor are to be advised by the Senior Administration Officer of employees within their team who have not cleared long service leave for that year.
2. Employees are required to formally seek approval from the CEO to defer long service leave. This deferral request is to be in writing and to clearly identify the amount of leave accrued, at what date it will be cleared and why it has not been cleared.

3. Where the commencement of long service leave has been postponed to meet the convenience of the employee beyond a period of six months, the rate of payment for or in lieu of that leave is to be at the ordinary time rate payable to the employee (excluding allowances) at the end of the period of six months unless otherwise agreed in writing between the Shire of Quairading and the employee.

Leave management during a pandemic

Under its general duty of care, the Shire is required to ensure that all employees attending work are fit to undertake the duties and responsibilities of their position. Managers may require an employee to leave the workplace if they believe the employee is not fit for work and/or to obtain a medical certificate to confirm fitness to return to work following a period of ill health or absence to care for family members (to avoid transmission of infection).

Employees who are absent due to ill health or caring responsibilities will be paid in accordance with the relevant industrial instrument and Shire Policy, Practice or Procedure. These options include:

1. Personal (Sick or Carer's) leave entitlements.
2. Accrued annual or long service leave entitlements.
3. Additional hours accrued in lieu of overtime or through flexible working arrangements.
4. Pro-rata annual leave (up to four weeks' maximum, pro-rata for part time employees).
5. Leave without pay (Sickness Benefits may be available via Centrelink).
6. Work from home in accordance with Shire Procedures (subject to review at the end of two weeks).

When all leave entitlements have been exhausted and/or working from home arrangements are not reasonable or practical, the employee may be granted leave without pay. Alternatively, where the employee can demonstrate that taking unpaid leave will result in hardship, other (discretionary) options may be considered.

In relation to discretionary options, the Chief Executive Officer (CEO), or a person appointed by the CEO, will determine applications on a case-by-case basis.

Discretionary options may include:

1. Taking annual or sick leave in advance (up to a maximum of two weeks, pro-rata for part time employees) to be deducted from future accrual until repaid or deducted from the termination pay where the employee ceases employment prior to accruing sufficient entitlements.
2. Other arrangements as determined by the CEO, or a person appointed by the CEO.

Variation to Policy

This policy may be cancelled or varied from time to time at the discretion of Council so far as this does not conflict with Minimum Conditions of Employment Act, the *Work Health & Safety Act 2020* and the provisions of the Local Government Industry Award.

All of the Shire of Quairading's employees are to be notified of any variation to this policy in writing.

STATUTORY ENVIRONMENT




Local Government (Long Service Leave) Regulations

Industrial Relations Act 1979

Local Government Industry Award 2020

Minimum Conditions of Employment Act 1993

Work Health & Safety Act 2020

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Graeme Fardon	24/11/16	89-16/17			
02	Graeme Fardon	20/12/18	115-18/19	<i>Policy Review Project – 5/12/2018</i>		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 22	
04	Nicole Gibbs	29/09/22	64 - 22/23	Policy held outdated information	Sept 24	
05	Nicole Gibbs	24/2/23	161-22/33	Review of TIL and RDO obligations Merging of "Leave management during a pandemic Policy"	Feb 25	
06	Tricia Brown	29/06/23	268 - 22/23	Change to award	June 2025	

PERFORMANCE DEVELOPMENT POLICY

PURPOSE

The purpose of this policy is to outline Council's commitment to the performance development process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organisation. Performance development is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback, to ensure that employees are meeting their objectives and career goals in alignment with Council's Mission, Vision and Values.

SCOPE

This policy refers to all areas of performance development from probation through a continuous process of senior staff and employees working together to plan, monitor and ensure that at a minimum an annual review takes place, to provide an overall contribution to Council's strategic direction.

OBJECTIVES

The objectives of this policy include:

- a. Establish clear communication between managers and employees about what they are expected to accomplish.
- b. Ensure that employee work plans support the strategic direction of the organisation.
- c. Support staff in achieving their work and career goals by identifying training needs and development opportunities.
- d. Support administrative decision-making about promotions, terminations, compensation and rewards.
- e. Provide an accurate picture of each employee's performance.
- f. Include a collaborative process for setting goals and reviewing performance based on two-way communication between the employee and manager.
- g. Monitor and measure results (what) and behaviours (how).
- h. Include both positive feedback for a job well done and constructive feedback when improvement is needed.
- i. Provide training and development opportunities for improving performance.
- j. Provide constructive and continuous feedback on performance.
- k. Identify and recognise employee accomplishments.
- l. Identify areas of poor performance and establish plans for improving performance.
- m. Provide legal documentation to demonstrate due diligence for legal challenges related to dismissal or vicarious liability.

POLICY

Council acknowledges that Performance Development is a continuous process of planning, monitoring, and reviewing of employee performance. Council will ensure that the Human Resource Management policy, procedures and practices are in place to support the performance management process.

- a. Planned positions and written position descriptions aligned with Council strategic direction;
- b. Effective supervision and supervisory processes;
- c. Comprehensive employee orientation, training, coaching, and mentoring;

- d. A positive and supportive work environment which encourages employees to ask questions, be involved in work processes, use initiative, and be innovative; and
- e. Acknowledging that performance management is a continuous process of planning, monitoring and reviewing of employee performance.

PROCEDURE

General Principles

Council is committed to a performance management process that:

- a. Provides a holistic approach across council departments;
- b. Is for all council employees;
- c. Is open and honest and encourages two-way communication between management and the workforce;
- d. Incorporates continuous feedback – to enable experiences and knowledge gained on the job by individuals, to modify management objectives; and
- e. Measures and assesses all performance against jointly agreed goals.

Performance Development Process

Council's performance management process includes the following stages:

1. Planning and defining – which includes:
 - a. Developing a comprehensive position description;
 - b. Setting short and long-term goals; and
 - c. Identifying key objectives; and
 - d. Developing a clear metric for how the objectives and goals will be assessed.
1. Feedback stage – An opportunity for employees to provide input into the position objectives and goals.
2. Approval stage – this is a time for management and employees to both agree as to the definition of the role and expected outcomes.
3. Coaching and mentoring stage – this is carried out on a regular basis and focuses on solutions and coaching opportunities.
4. Solicit feedback from both management and employees – honest feedback that assists in meeting objectives and goals.
5. Revisit objectives where necessary – ongoing.
6. Complete an employee appraisal – a clearly documented performance review that looks backward to assess the behaviour and accomplishments of the past year.

Process Cycle

At the commencement of each year, the Human Resources Officer and management agree on an appropriate timeline for structuring employee appraisals. New employees - once completed their probation period, fall in line with the yearly performance management process cycle.

Management is responsible for ensuring that appropriate management and appraisals are completed within timeframes. Performance appraisals are to be kept in each individual's personnel file.

Performance Appraisal Documentation

Performance Appraisal documentation shall align employees with Councils Mission, Visions and Values – this provides the basis of best practice for what Council is striving to achieve within the framework of their strategic

and operational planning. The selection criteria for each individual position shall align the employee with the expectations of the role and also provide clarity around the position itself.

Underperformance Employee Management

There are many reasons for underperformance by an employee. Please refer to the Underperformance & Misconduct Policy.

DEFINITIONS

Performance Development

Refers to an ongoing process of communication between a manager/supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organisation.

Performance Appraisal

Also known as an annual review, performance review or evaluation, or employee appraisal. A performance appraisal is a regular review of an employee's work performance and overall contribution to the organisation. It allows management to evaluate an employee's skills, achievements, and growth, or lack thereof.

ACCOUNTABILITIES & RESPONSIBILITIES

- a. The Council is accountable for:
 - i. Ensuring the organisation has in place a lawful, transparent and accountable policy framework, supported by a suite of compliant and appropriate policies and procedures.
 - ii. Endorsing (or not) each organisational policy document in a timely and effective manner; and
 - iii. Delegating implementation of each policy document to the CEO.
- b. The CEO is accountable for ensuring the development, implementation, monitoring and review of this policy document, in accord with governing legislation and Council directives.
- c. The Executive Management Team and managers are responsible for:
 - i. Ensuring that all workers under their direction comply with this policy document; and
 - ii. Enacting process to redress non-compliance with this policy document.
- d. All workers are individually responsible for complying with this policy document.

GUIDELINES

Local Government Act 1995

STATUTORY ENVIRONMENT


Fair Work Act 2009

Fair Work Amendment Act 2013

Industrial Relations Act 1979

Minimum Conditions of Employment Act 1993

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	Signature
01	Nicole Gibbs	29 June 2023	278 - 22/23	Requirement for Medical Practice accreditation	June 2025	

PROFESSIONAL DEVELOPMENT POLICY

PURPOSE

The Shire of Quairading recognises the importance of having a skilled workforce that is competent and capable of responding to the needs and expectations of the community. The Shire of Quairading will endeavour to always appoint to its positions those persons who are best qualified and/or experienced to carry out the duties expected of the position and acknowledges that employees require ongoing training to meet these expectations.

SCOPE

This policy applies to all fulltime and parttime employees employed by the Shire of Quairading as well as apprentices and trainees. Not covered by this policy are the Executive Management positions employed under contract, casual staff members, other employees contracted by the Shire of Quairading or employees on leave without pay.

The policy covers external short courses (online or on location) and extends to tertiary or post graduate studies only in terms of provisions for study leave. Attendance at conferences is not covered by this policy.

POLICY

1. The Shire of Quairading will fund an annual training budget to provide regular opportunities for employees to upgrade and enhance their skills.
Training needs will be determined through a skills review at the end of an employee's probationary period including the creation of a Professional Development Plan. Professional Development Plans shall be reviewed at least every twelve months in conjunction with regular performance reviews, but employees are encouraged to seek out development opportunities that are immediately relevant to their role within the Shire of Quairading on an ad-hoc basis.
2. Employees are required to request written approval from their department's Executive Manager for any external professional development opportunity using the Employee Course Request Form.
 - a. Costs stated in the Employee Course Request Form must be supported by written quotes.
 - b. Approval will not be given retrospectively and must be attained before applying for any development opportunity with the provider or booking any accommodation.
 - c. All reasonable costs associated with the attendance of an approved short course for the purpose of professional development will be covered by the Shire of Quairading.
3. Accommodation and Travel
 - a. Where accommodation is required to attend a training opportunity, it is the employee's responsibility to determine the most reasonable option taking into account price and distance from training venue.
 - b. Where an employee travels to and from the training venue or accommodation using their own vehicle, the Shire of Quairading will reimburse for kilometres travelled using the "Cents per Kilometre Method" with the rate being regularly reviewed by the Australian Taxation Office.
 - c. Cost for public transport to and from the training venue or the accommodation will be reimbursed as it is incurred.

- d. Where food is not provided, the Shire of Quairading will reimburse the employee for reasonably incurred costs upon presentation of receipts.
4. Attendance
- a. Employees approved to attend short courses as part of their professional development will do so during work time.
 - b. If attendance is required on a day when the employee would normally be taking a "Roster Day Off" (RDO), staff will accrue the time and may elect to have the time paid out at normal (single time) rates.
 - c. Staff employed under a Hybrid Working From Home Agreement may attend online short courses from home.
5. Responsibilities
- a. It is the Executive Manager's responsibility to provide reasonable opportunity for professional development and to approve any request for training that is in line with an employee's Professional Development Plan unless there is a legitimate reason to deny the request.
 - b. It is the employee's responsibility to attend training opportunities agreed upon during the skills review process and approved by the Executive Manager, and to provide the Human Resources department with documentation for the successful completion of any training undertaken as part of their professional development.
 - c. It is the responsibility of the Human Resources Department to keep as record any course completion documentation provided by an employee in accordance with the Shire of Quairading's Record Keeping Policy and to provide the Executive Manager with relevant information for the review of the employees Professional Development Plan.
6. Employees who
- a. fail to complete a training course successfully;
 - b. abandon a training course prior to completion; or
 - c. do not attend training paid for and organised by the Shire of Quairading,
 - i. either reimburse the Shire all monies paid for course fees, accommodation, travel and meals;
 - ii. or repeat the training course at their own expense.
7. Tertiary or Post Graduate Studies
- a. Fees
Any employee entering into a Tertiary or Post Graduate Program that is not part of a training contract with the Shire of Quairading, will be entirely responsible for all associated course fees and other costs.
 - b. Time
 - i. The Shire of Quairading will provide a full-time employee with time off with pay (Study Leave) of up to a maximum of five (5) hours per week.
 - ii. If an employee is studying online, Study Leave will be granted equivalent to (7)a.(i) as if the employee is attending campus.
 - iii. Part time employees will receive pro-rata Study Leave.
 - iv. Approved Study Leave must be taken in the employee's usual hours of work, does not accrue from week to week and does not cover travel time.
 - c. Block Leave

- i. Courses requiring block participation instead of weekly attendance will receive an amount of leave based on a maximum of 5 hours of Study Leave per week (pro-rata for part time employees) over the course of the semester/trimester.
- ii. If the block participation period exceeds the amount of Study Leave allowed, employees will be required to take some other type of leave to make up the total absence.

STATUTORY ENVIRONMENT

Local Government Act 1995

Equal Opportunity Act 1984


Workforce Plan 2018-2022

Strategic Community Plan 2021-2031

Customer Service Charter

Corporate Business Plan 2023-2027

Employment Contracts

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	Signature
01	Marion Haeusler	27 July 2023	018-23/24	New Policy	Jul 2025	

GRIEVANCE POLICY

PURPOSE

Council is committed to a legal, fair and effective process for the resolution of grievances. Our process aims to resolve grievances through discussion, consultation, cooperation, mediation and, if necessary, disciplinary action.

All grievances will be resolved in accord with the relevant provisions in the:

- *Fair Work Act 2009*
- *Fair Work Amendment Act 2013*
- *Equal Opportunity Act 1984*
- *Work Health & Safety Act 2020*
- *Local Government Industry Award 2020*
- *Privacy Act 1988*
- *Local Government Act 1995*
- *Local Government (Administration) Regulations 1996*
- *Model Code of Conduct*

OBJECTIVE

This Policy has been put in place to provide a transparent process for Council and employees to follow to resolve employee grievances in accord with the law. The objectives of this document are to ensure the organisation:

- a. Provides employees and Councillors with their legal rights and responsibilities;
- b. Encourages employees to come forward with grievances;
- c. Deals with grievances in a supportive way, without victimisation or intimidation of any person connected with the grievance;
- d. Encourages the resolution of grievances promptly and as close as possible to the source of the grievance;
- e. Focuses management on preventing and resolving grievances;
- f. Provides a grievance resolution process which complies with the law, including by establishing a process which provides for:
 - i. Mental and physical health and well-being of employees;
 - ii. Privacy and confidentiality;
 - iii. Fairness and impartiality;
 - iv. Freedom from victimisation;
 - v. Timeliness;
 - vi. Ease of use and trustworthiness; and
 - vii. Seriousness and sensitivity.

DEFINITIONS

Bullying

The *Fair Work Amendment Act 2013* defines workplace bullying as repeated unreasonable behaviour by an individual towards a worker which creates a risk to health and safety.

Conciliation

Conciliation involves an impartial person experienced in mediation assisting the parties to a grievance to reach an agreement about how it should be resolved.

Discrimination

Discrimination occurs where a person is given less favourable treatment than someone else based on the number of grounds under which it is unlawful to discriminate against a person.

Direct discrimination occurs when a person is treated less favourably than another person in the same or similar circumstances. For example, unlawful sex discrimination may arise if a person is refused a job interview because she is a woman.

Indirect discrimination occurs when there is a requirement that adversely impacts on a particular person with an attribute covered by anti-discrimination legislation (e.g. sex, race, marital status, etc.). There may be no intention to discriminate, but the conduct or decision leads to a discriminatory effect if the conditions imposed are not reasonable.

For example: it may be indirect discrimination if the only way to enter a public building is by a set of stairs as people with disabilities who use wheelchairs are unable to enter the building.

Grievance

A grievance is any type of problem, concern or complaint related to an employee's work or the work environment. A grievance can be about any act, behaviour, omission, situation or decision impacting on an employee that the employee thinks is unfair or unjustified.

Grievance Officer

A self-nominated officer below executive level afforded grievance training.

Victimisation

Victimisation is when a person is harassed, treated unfairly or intimidated because they have lodged a grievance, assisted someone else with a grievance or been a witness in a grievance investigation.

SCOPE

This policy applies to all Shire employees and Councillors.

POLICY

Council's grievance procedure is based on the following principles:

Compliance with Industrial Relations Law

The *Fair Work Act 2009*, *Fair Work Amendment Act 2013*, *Equal Opportunity Act 1984*, *Work Health & Safety Act 2020*, *Local Government Industry Award 2020* and *Privacy Act 1988* demand specific due process for dealing with a grievance.

Privacy and confidentiality

Privacy and confidentiality must be strictly observed at all times during the grievance process. Information relating to the grievance must only be passed on when in accordance with the *Privacy Act 1988* and where necessary to fairly and effectively deal with the grievance. This applies to everyone involved in each grievance, including the parties involved, witnesses, support people and the employees handling the grievance. A breach of privacy or confidentiality will result in disciplinary action.

Fairness and impartiality

All grievances will be handled fairly and impartially. This means that:

- a. A lawful investigation, in accord with the Investigation Policy.
- b. Any person who is the subject of a grievance (respondent) is entitled to full details about the grievance, including the time, date and specifics of the alleged offence.
- c. The respondent must be given the lawful right of response to the grievance; and
- d. All parties to a grievance must have the lawful right of response to allegations and statements made by the other parties and by witnesses.
- e. If anyone involved in handling a grievance has a bias or conflict of interest that may affect their ability to be fair and impartial, they must declare this to the parties and to the employees member handling the grievance, in accord with the Conflict of Interest Policy. One or both of the parties may also perceive a bias or conflict of interest even if the officer handling the grievance does not. In these cases, the grievance will be handled by another officer.

Freedom from victimisation

Council will take all reasonable steps to prevent the victimisation of anyone connected with a grievance. Victimisation constitutes a breach of this policy and will result in disciplinary action.

Timeliness

Council will take all reasonable steps to ensure that grievances are handled as quickly as possible whilst following due process. This will ensure the best outcome for all parties involved.

Ease of use and trustworthiness

This policy and procedure will be accessible to all employees and Council Members and implemented appropriately. All reasonable steps will be taken to ensure that the contents of this policy and procedure are understood by everyone working in the organisation.

Seriousness and sensitivity

All grievances will be taken seriously and handled with sensitivity, taking into account the individual background and values of each party and any differences between them.

Internal and external support

Both parties to a grievance have the right to have a support person of their choice at meetings relating to the grievance.

The parties to the grievance can contact an external agency for information, advice or help at any time during the grievance procedure.

Malicious complaints

Council encourages employees to raise all genuine concerns. Employees should not be put off from raising concerns because they are afraid that they may be wrong or they won't be able to prove their claims.

However, making allegations that are not true, or making a complaint solely to cause trouble for others may be considered to be serious misconduct. Employees making malicious and vexatious complaints will be subject to disciplinary action.

If it is alleged during the grievance procedure that the grievance is malicious or vexatious, this will be investigated at the same time as the original grievance.

PROCEDURE**Employee Lodging Grievance against Employee**

In the first instance, it is preferable that the employee approaches the respondent directly to attempt to resolve the issue amiably. However, if the employee is not comfortable to approach the person directly, they must lodge the grievance directly with the Grievance Officer, the supervisor or the executive manager either verbally through an organised meeting or in writing.

If the employee is not comfortable to lodge the grievance with the Grievance Officer, the supervisor or the executive manager, s/he should lodge the grievance with the CEO.

All grievances against an employee are to be forwarded by the Grievance Officer, the supervisor or the executive manager to the CEO immediately (within 24 hours), who will appoint either the Grievance Officer, another appropriate officer or specialist consultant to investigate the grievance.

All parties to the investigation will receive written notice of the due process to be used, will be afforded the opportunity to bring a support person to meetings, will be afforded every reasonable right of response and will be duly advised of the outcome of the investigation.

Employee Lodging Grievance against CEO

In the first instance, it is preferable that the employee approach the CEO directly to attempt to resolve the issue amiably. However, if the employee is not comfortable to approach the CEO directly, s/he has the option of lodging the grievance directly with:

- a. The Grievance Officer
- b. The supervisor or executive manager either verbally through an organised meeting or in writing.
- c. Council, with the letter addressed to the Shire President
- d. Fair Work Ombudsman
Ph. 13 13 94 or to make an online enquiry visit <https://www.fairwork.gov.au/>
- e. Worksafe (Department of Commerce)
1300 307 877 or visit <https://www.commerce.wa.gov.au/worksafe/ask-question-or-make-complaint>

When a grievance is lodged against the CEO, the Shire President is to be notified immediately (within 24 hours). The Shire President will advise Council and Council will engage an independent consultant to investigate the grievance.

All parties to the investigation will receive written notice of the due process to be used, will be afforded the opportunity to bring a support person to meetings, will be afforded every reasonable right of response and will be duly advised of the outcome of the investigation.

Employee Lodging Grievance against Council or a Council Member

In the first instance, it is preferable that the employee approach the Grievance Officer or CEO to attempt to have the issue resolved amiably through mediation. However, if the employee is not comfortable to engage in a mediation process, the CEO will advise Council of this fact and the intention of the CEO and the Shire President (if the Shire President is not the person to whom the complaint regards) to engage an external specialist consultant to enact an investigation.

The employee also has the option of lodging the grievance directly with:

- a. Council, with the letter addressed to the Shire President
- b. Fair Work Ombudsman
Ph. 13 13 94 or to make an online enquiry visit <https://www.fairwork.gov.au/>
- c. Worksafe (Department of Commerce)
1300 307 877 or visit <https://www.commerce.wa.gov.au/worksafe/ask-question-or-make-complaint>

When a grievance is lodged against Council or a Council Member, the Shire President is to be notified immediately (within 24 hours). The Shire President will advise Council and Council will consult with the CEO on the intent to engage an independent consultant to investigate the grievance.

All parties to the investigation will receive written notice of the due process to be used, will be afforded the opportunity to bring a support person to meetings, will be afforded every reasonable right of response and will be duly advised of the outcome of the investigation.

Elected Member Lodging Grievance against another Elected Member

In the instance an Elected Member has a grievance against another Elected Member, in the first instance, it is preferable the Elected Member approach either the Shire President or the CEO so that an independent mediator can be engaged to negotiate a resolution to the issue.

If the mediation process fails or the Elected Member doesn't feel comfortable approaching the Shire President, the Elected Member can speak to the CEO who will direct the Grievance Officer to lodge a minor breach with the Local Government Standards Panel for further investigation. The Local Government Standards Panel does not accept complaints directly from the complainant.

All process must be in accord with:

- *Local Government Act 1995*
- *Local Government (Administration) Regulations 1996*
- Model Code of Conduct

All Investigations

All investigations will include as a minimum:

- a. An appropriate officer or external consultant as appointed by the CEO or the Shire President/Council to conduct the investigation.
- b. An acknowledgment to the employee of the grievance in writing and the name and contact details of the person conducting the investigation.
- c. A meeting held with the complainant to obtain further information and to discuss the grievance and the preferred outcome. This meeting will occur within two working days of the original notification.
- d. A meeting held with all parties to the grievance (separately) to commence the investigation process.
- e. Dependent on the outcome of the investigation, options to resolve a grievance may include:
 - i. Informal discussion between the parties, where agreement can be reached on actions to resolve the grievance. This verbal agreement should be formalised in writing.
 - ii. Conciliation to reach an agreement between the parties using mediation or counselling. Conciliation may be used in the following instances:
 - When there is some basis for agreement (e.g. the parties may agree about what happened but have different interpretations);
 - The parties show some willingness to cooperate; and/or
 - Both parties have equal bargaining power.
 - iii. Disciplinary action, including potential termination of employment.
 - iv. Reporting the grievance to the Western Australian Police Force or Corruption and Crime Commission in the instance of suspected criminal activity.
 - v. Self-reporting the grievance to Work Safe or the Fair Work Commission.
 - vi. Dismissal of the grievance if there is limited proof and/or information to enable an appropriate or meaningful decision. In this instance, the outcome will be explained to all parties to the grievance and no disciplinary action will be taken.
 - vii. Withdrawal of the grievance if this is lawfully acceptable. If a grievance is withdrawn it cannot be raised again, unless there is repeated behaviour or new facts come to fruition.

Internal Appeals

Any party to the grievance may appeal the outcome of the grievance or the proposed resolution. All appeals should be directed to the Grievance Officer or, if the grievance is lodged against the Grievance Officer, the CEO or the Shire President.

This review may be conducted by:


- The CEO
- The relevant Executive Manager
- The Shire President/Council
- An external agency or consultant.

The person performing the review may confirm the original decision or make a different decision.

The ultimate decision on any internal appeal will rest with the CEO, unless the grievance is against the CEO, in which instance the ultimate decision will rest with Council.

STATUTORY ENVIRONMENT

- *Fair Work Act 2009*
- *Fair Work Amendment Act 2013*
- *Equal Opportunity Act 1984*
- *Work Health & Safety Act 2020*
- *Local Government Industry Award 2020*
- *Privacy Act 1988*
- *Local Government Act 1995*
- *Local Government (Administration) Regulations 1996*
- Model Code of Conduct

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Nicole Gibbs	30/06/22	199 -21/22	New Policy	June 2024	

UNDERPERFORMANCE & MISCONDUCT POLICY

POLICY

- a. Shire of Quairading will be staffed by workers with the qualifications, skills, and abilities to perform their roles and functions to the required standard.
- b. A worker's performance will contribute (either directly or indirectly) to the health, well-being and safety of customers and co-workers.
- c. A worker's performance will support co-workers in the performance of their roles and functions.
- d. A worker's performance will contribute to positive workplace morale.
- e. A worker's performance will contribute to the productivity and performance of the organisation as a whole.

DEFINITIONS

Bullying

Bullying refers to an individual or a group of individuals who repeatedly behave unreasonably towards a worker or a group of workers of which the worker is a member, and that behaviour creates a risk to health and safety.

Examples of workplace bullying behaviour includes:

- a. Not responding to work health and safety issues;
- b. Managers/supervisors openly venting frustration at workers;
- c. Abusive, insulting, or offensive language or comments;
- d. Unjustified criticism or complaints;
- e. Deliberately excluding someone from workplace activities;
- f. Withholding information that is vital to effective work performance;
- g. Setting unreasonable timelines or constantly changing deadlines;
- h. Setting tasks that are unreasonably below or beyond a person's skill level;
- i. Denying access to information, supervision, consultation, or resources such that it has a detriment to the worker;
- j. Spreading misinformation or malicious rumours;
- k. Changing work arrangements, such as rosters and leave, to deliberately inconvenience a particular worker or workers; and
- l. Excessive scrutiny at work.

Single incidents resulting in a risk to health and safety and will not be tolerated. Examples of behaviour NOT classified as workplace bullying includes:

- a. Conducting business or undertaking appropriate management action and making appropriate management decisions;

- b. Making necessary decisions to respond to poor performance or (if necessary) taking disciplinary action;
- c. Directing and controlling the way work is carried out; and
- d. Allocating work and providing fair and constructive feedback on a worker's performance.

Discrimination

Unlawful workplace discrimination occurs when an employer takes adverse action against a person who is an employee or prospective employee because of the following attributes of the person:

- a. race
- b. colour
- c. sex
- d. sexual orientation
- e. age
- f. physical or mental disability
- g. marital status
- h. family or carer's responsibilities
- i. pregnancy
- j. religion
- k. political opinion
- l. national extraction or social origin

Diversity

Workplace diversity means individual differences across the workforce and the adaption of work practices to create an inclusive environment in which all diverse skills, perspectives and backgrounds are valued. Examples of differences include:

- a. Gender;
- b. Age or life-stage;
- c. Language, ethnicity, or cultural background;
- d. Disability;
- e. Sexual orientation;
- f. Religious belief;
- g. Education;
- h. Socio-economic background;
- i. Personality;
- j. Geographic location;
- k. Marital status; and

- I. Family or other carer responsibilities.

Equal Opportunity

Equal opportunity means the aggregation of policies and practices in employment and other areas that prohibit discrimination against people according to race, colour, age, sex, national origin, religion, or mental or physical disability.

Harassment

Harassment is any uninvited or unwelcome behaviour that offends, humiliates, or intimidates another person, whether or not that effect is intended. This may occur as a single act, or as a series of incidents, persistent innuendoes, or threats. It can take many forms: it may be silent or loud, subtle, or openly hostile, it can be private or public. Harassment may take the form of general bullying or be specifically aimed at people with particular or different characteristics. The latter type of harassment may amount to discrimination which is unlawful.

Sexual harassment generally includes any unwelcome conduct of a sexual nature which a reasonable person would find offensive, humiliating or intimidating. It may be physical, verbal or written. Certain conduct that may be tolerated socially could constitute sexual harassment in the workplace when it is unwelcome. At the same time, sexual harassment must not be confused with conduct that has the consent of all involved.

Examples of sexual harassment include:

- a. The public display of pornography, including on the internet;
- b. Continued use of jokes containing sexual innuendo;
- c. Intrusive enquiries into another employee's private life, their sexuality or physical appearance;
- d. Persistent requests from a colleague to go for a drink (or similar) where such requests have been consistently declined;
- e. Persistent staring or leering at a person or parts of their body;
- f. Sexually offensive telephone calls;
- g. Requests for, or expectations of, sexual activity under threat, or in exchange for favours or promises of preferential treatment;
- h. Deliberate or unnecessary physical contact, such as patting, pinching, fondling, deliberate brushing up against another body, or attempts at kissing;
- i. Public displays of nudity – commonly referred to as flashing; and
- j. Sexual violence at the most extreme, sexual assault and forced attempts of sexual intercourse.

Misconduct

Behaviour by a worker that severs the relationship between the worker and the organisation and merits instant dismissal without notice or pay in lieu of notice or termination of the volunteer position. Serious misconduct dismissal requires only one instance of the damaging behaviour. Examples of serious misconduct behaviour include:

- a. Wanton disregard for the safety of others;
- b. Deliberate acts of violence or hostility;

- c. Fighting or assault on another person;
- d. Malicious damage;
- e. Financial defrauding of the organisation;
- f. Significant or repeated levels of insubordination;
- g. Falsification of documents;
- h. Defaming or criticising the organisation or any member of the organisation or a tenant or client of the organisation on social media or through any other public platform; and
- i. Defaming or criticising the organisation to other organisations, including funding and regulatory bodies

Repeated Behaviour

Repeated behaviour means the persistent nature of the behaviour and can refer to a range of behaviours over time.

Underperformance

Behaviour by a worker considered unacceptable to the organisation but not as immediately harmful to the organisation as serious misconduct. The Shire of Quairading will afford a worker every reasonable opportunity to reverse underperforming behaviour prior to consideration of termination of employment.

Underperformance or poor performance is:

- a. Unsatisfactory work performance, that is, a failure to perform the duties of the position or to perform them to the standard required;
- b. Non-compliance with workplace policies, rules, or procedures;
- c. Unacceptable behaviour in the workplace;
- d. Disruptive or negative behaviour that impacts on co-workers;
- e. Continual absenteeism;
- f. Inappropriate use of workplace facilities;
- g. Unprofessional personal appearance;
- h. Negligence; and
- i. Defaming or criticising the organisation to individual residents, clients, families, staff, or other valued stakeholders.

Underperformance is different to misconduct. Misconduct is more serious in terms of action by the worker, impact on the organisation and consequence.

Unreasonable Behaviour

Behaviour that a reasonable person (having regard for the circumstances) would consider unreasonable. This includes behaviour that is victimizing, humiliating, intimidating, or threatening.

PROCEDURES

Alleged instances of underperformance or misconduct are to be reported to the Executive Manager Corporate Services, who will guide the worker through the correct industrial relations process.

1. Underperformance

Reason for Underperformance

- a. Shire of Quairading recognises the following potential reasons for underperformance:
 - i. A worker does not have a clear understanding of performance goals; standards; workplace policies; the consequences of non-compliance;
 - ii. Interpersonal differences;
 - iii. The worker does not have the knowledge, skills, or ability to perform the role;
 - iv. The worker has not been provided with counselling or feedback regarding individual performance;
 - v. Lack of personal motivation or low morale in the workplace;
 - vi. Personal issues (e.g. family stress; physical or mental health illness; drug or alcohol addiction);
 - vii. Cultural misunderstandings; and
 - viii. Workplace bullying.

Indication of Underperformance

- a. The Executive Manager, in conjunction with the staff member's line manager (if applicable), will attempt to understand the key drivers of performance or underperformance and will endeavour to correctly and specifically identify these drivers through daily interaction and management, without enacting a formal process.
- b. If the performance issue is not rectified within three months, the matter is to be reported to the respective Executive Manager or CEO for action. No other person is permitted to enact a formal performance management procedure.

Assess and Analyse Underperformance

- a. The Executive Manager, in conjunction with the staff member's line manager (if applicable), will endeavour to determine:
 - i. Whether the instance of underperformance is serious;
 - ii. The duration of the underperformance (how long it has been an issue); and
 - iii. The gap between what is expected by the organisation and what is being delivered by the worker.
- b. Once the underperformance has been identified and assessed the Executive Manager, in conjunction with the staff member's line manager (if applicable), will organise a first meeting with the worker to discuss the problem.
- c. The Executive Manager will advise the worker of the purpose of the meeting in advance to enable the worker to adequately prepare for the meeting. If the staff member has a line manager, both the Executive Manager and line manager will attend the meeting, as well as the Human Resources representative. The Human Resources representative will attend ALL meeting relevant to the issue.
- d. The worker will be informed that s/he is allowed to bring a support person of choice or a union representative to the meeting.

First Meeting

- a. The first meeting will take place in a private, comfortable, and non-threatening environment, away from distractions and interruptions.
- b. The Executive Manager will detail the issues of concerns using plain English, specific terms, and specific examples. From this conversation, the worker will be able to understand:
 - i. The nature of the underperformance;
 - ii. The gap between what is expected by the organisation and what is being delivered by the worker;
 - iii. The reasons the organisation considers the underperformance to be a concern or a problem;
 - iv. The ways in which the underperformance impacts on the organisation, or anyone associated with the organisation; and
 - v. The outcomes that the Executive Manager and line manager (if applicable) want from the meeting.
- c. The meeting will be an open discussion.
- d. The worker will have the opportunity to put forward any information the worker considers relevant to the discussion and that information will be duly considered by the managers.
- e. Management will talk about the issue and not the person.
- f. Management will clarify detail at the request of the worker.
- g. Management will ensure that the worker:
 - i. Is aware of the work expectations;
 - ii. Has been shown performance requirements;
 - iii. Understands the gap between expected work performance and actual work performance.
- h. Management will also advise the worker of any work the worker is performing to the required standard.

First Meeting

- a. If after the initial meeting the Executive Manager, line manager (if applicable) and the worker agree that a verbal warning only is required, a verbal warning will be issued by the Executive Manager. The verbal warning will be recorded and placed on the worker's personnel file. The matter will close here, subject to the underperformance actions being repeated by the worker.
- b. If after the initial meeting the management considers a verbal warning only will not resolve the underperformance issue a first written warning will be issued by the Executive Manager and recorded on the worker's personnel file. A second meeting will be convened within five days of the first meeting.

Second Meeting (When a Verbal Warning is not Appropriate nor Satisfactory)

- a. At the second meeting the Executive Manager and line manager (if applicable) will attempt to jointly devise a solution with contribution from the worker.

- b. To determine the solution, management will:
 - i. Explore ideas by asking open questions;
 - ii. Emphasise common ground;
 - iii. Keep the discussion on track;
 - iv. Focus on positive possibilities; and
 - v. Offer assistance (e.g. further training; mentoring; flexible work practices; redefining roles and expectations).
- c. A clear plan of action in the form of a Performance Agreement will be developed with the worker.
- d. The Performance Agreement will:
 - i. Reflect an understanding of performance expectations and what is to be achieved over the specified time period (performance improvement milestones);
 - ii. Clarify roles and responsibilities of the worker;
 - iii. Include strategies for training and career development;
 - iv. Include timeframes for improvement (these may vary according to the issue and the needs of the organisation, but the worker will be granted adequate time to improve performance); and
 - v. Reinforce the value and worth of the role being performed.

Third Meeting (To Review Progress)

- a. A third meeting will be set two weeks after the Performance Agreement has been enacted to review progress and discuss the worker's performance against the agreed Performance Agreement.
- b. If at this juncture the performance of the worker has not improved to a satisfactory standard, a second written warning will be issued, and a copy placed on the worker's personnel file. The warning will include detail on the nature of the underperformance and the fact that a lack of improvement by a specified date will result in a Final Written Warning.

Fourth Meeting (To Review Progress)

- a. A fourth meeting will be set at the discretion of the Executive Manager to review progress and discuss the worker's performance against the agreed Performance Agreement.
- b. If at this juncture the performance of the worker has not improved to a satisfactory standard, a final written warning will be issued, and a copy placed on the worker's personnel file. The warning will include detail on the nature of the underperformance and the fact that a lack of improvement by a specified date will result in termination of the worker's position.

Fifth Meeting (To Review Progress)

- a. A fifth meeting will be set at the discretion of the Executive Manager to review progress and discuss the worker's performance against the agreed Performance Agreement.

Termination of Employment

- a. If the worker's performance does not improve after performance management, additional training, counselling and/or the issuing of formal warnings and/or if the issue cannot be resolved, the employment will be terminated. Refer to *Redeployment, Redundancy or Termination Policy & Procedures*.

Monitor Performance

- a. Management will continue to monitor the worker's performance and provide both positive and negative feedback after the performance management period to ensure that performance improvements are sustained.
- b. The Executive Manager and line manager (if applicable) will consult with other members of management, so far as is required to have a detailed understanding of the worker's performance and level of improvement.
- c. A member of the Human Resources team will attend all meetings to minute the discussion and agreed actions.
- d. A written record of all discussions, correspondence and reports relating to underperformance will be retained by the organisation. The organisation reserves the right to use this information in the instance of legal proceedings.

CEO Underperformance

- a. Where it is alleged that the CEO is underperforming, the *CEO Standards for Recruitment Performance and Termination* should be enacted.

2. Misconduct**Identification of Misconduct**

- a. Line managers will report suspected misconduct action or inaction of workers to the Executive Manager of their respective department. The Executive Manager will report any alleged misconduct to the Executive Manager, Corporate Services.
- b. Other workers will report suspected misconduct action or inaction of managers to the Executive Manager, Corporate Services.
- c. The Executive Manager, Corporate Services will arrange to meet immediately with the CEO who will seek legal advice on the issue, if required.
- d. If at any time a report is against the Executive Manager Corporate Services, staff at any level will report directly to the CEO.

First Meeting

- a. Once the misconduct has been identified and assessed, the Executive Corporate Services, will organise a first meeting with the worker to discuss the problem.
- b. The Executive Manager Corporate Services will advise the worker of the purpose of the meeting in advance to enable the worker to adequately prepare for the meeting.
- c. The worker will be informed that they are allowed to bring a support person of choice or a union representative to the meeting.

- d. A member of the Human Resources Team will attend all meetings to minute the discussion and agreed actions.
- e. Subject to legal advice, if the CEO decides the misconduct warrants termination of the worker's position, the worker will be provided with this information verbally at the meeting and in writing. Refer also to *Redeployment, Redundancy or Termination Policy & Procedures*.

Executive Manager Misconduct

- a. Where it is alleged that the CEO or an Executive Manager is engaging in misconduct, an independent investigator will be engaged to investigate the matter, analyse the outcomes of the investigation and provide recommendations to Council. The recommendations may range from 'no grounds for action' to disciplinary action such as termination of employment.

3. Recourse available to worker

- a. Where a worker considers that management has not fairly or correctly identified or addressed allegations of underperformance or misconduct, the worker has the right of appeal to the CEO.
- b. Where a worker remains unsatisfied after appealing decisions related to underperformance, the employee is encouraged to contact:

The Australian Services Union
102 East Parade, East Perth WA 6004
[PO Box 8208, Perth Business Centre WA 6849]
Toll free: 1800 064 657
General Email: branch.secretary@asuwa.org
Website: www.asuwa.org

Equal opportunity Commission
Albert Facey House, 469 Wellington St, Perth WA 6000
Toll free: 1800 198 149
Website: www.eoc.wa.gov.au

Office of Multicultural Interests
Gordon Stephenson House, 140 William St, Perth WA 6000
Website: www.omni.wa.gov.au
Phone: (08) 6552 7300

Western Australian Industrial Relations Commission
Level 17, 111 St Georges Terrace, PERTH WA 6000
Website: <https://www.wairc.wa.gov.au/>
Free call: 1800 624 263


STATUTORY ENVIRONMENT

Equal Opportunity Act 1984

Industrial Relations Act 1979

Local Government Act 1995

Minimum Conditions of Employment Act 1993

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Nicole Gibbs	25 May 2023	246 - 22/23	New Policy	May 2025	

BULLYING, HARASSMENT & DIVERSITY POLICY

POLICY

- a. Shire of Quairading has a zero-tolerance policy for bullying, harassment and/or discrimination in the workplace. No-one is exempt from this behaviour.
- b. All Shire of Quairading Elected Members and employees are responsible for ensuring that Elected Members, employees, contractors and customers are not exposed to bullying, harassment and/or discrimination in the workplace.
- c. Shire of Quairading encourages all employees to take action to manage workplace bullying, harassment and/or discrimination and to report instances of these behaviours immediately.
- d. All reports will be treated seriously and dealt with promptly, confidentially and impartially.
- e. Persons proven to be engaging in bullying, harassment or discriminatory behaviour in the workplace will be subject to disciplinary action in accord with the Underperformance & Misconduct Policy & Procedures.
- f. All employees will contribute to and comply with the initiatives contained within the Strategic Community Plan, Corporate Business Plan, Reconciliation Action Plan and underpinning operational plans.
- g. All employees will comply with the respective Award, the National Employment Standards and other relevant industrial relations legislation.

DEFINITIONS

Bullying

Workplace bullying has the same meaning as in the *Fair Work Amendment Act 2013*. Specifically, bullying refers to an individual or a group of individuals repeatedly behaves unreasonably towards an employee or volunteer or a group of employees or volunteers of which the employee or volunteer is a member, and that behaviour creates a risk to health and safety.

Examples of workplace bullying behaviour includes:

- a. Abusive, insulting, or offensive language or comments.
- b. Unjustified criticism or complaints.
- a. Deliberately excluding someone from workplace activities.
- b. Withholding information that is vital to effective work performance.
- c. Setting unreasonable timelines or constantly changing deadlines.
- d. Setting tasks that are unreasonably below or beyond a person's skill level.
- e. Denying access to information, supervision, consultation, or resources such that it has a detriment to the employee.
- f. Spreading misinformation or malicious rumours.
- g. Changing work arrangements, such as rosters and leave, to deliberately inconvenience a particular employee or employees; and
- h. Excessive scrutiny at work.

Single incidents resulting in a risk to health and safety and will not be tolerated. Examples of behaviour NOT classified as workplace bullying includes:

- a. Conducting business or undertaking appropriate management action and making appropriate management decisions.
- a. Making necessary decisions to respond to poor performance or (if necessary) taking disciplinary action.
- b. Directing and controlling the way work is carried out; and
- c. Allocating work and providing fair and constructive feedback on an employee's performance.

Discrimination

Unlawful workplace discrimination occurs when an employer takes adverse action against a person who is an employee or prospective employee because of the following attributes of the person:

- a. Race
- b. Colour
- c. Sex
- d. Sexual orientation
- e. Age
- f. Physical or mental disability
- g. Marital status
- h. Family or carer's responsibilities
- i. Pregnancy
- j. Religion
- k. Political opinion
- l. National extraction or social origin

Diversity

Workplace diversity means individual differences across the workforce and the adaption of work practices to create an inclusive environment in which all diverse skills, perspectives and backgrounds are valued. Examples of differences include:

- a. Gender.
- b. Age or life-stage.
- c. Language, ethnicity, or cultural background.
- d. Disability.
- e. Sexual orientation.
- f. Religious belief.
- g. Education.
- h. Socio-economic background.
- i. Personality.
- j. Geographic location.
- k. Marital status; and
- l. Family or other carer responsibilities.

Harassment

Harassment is any uninvited or unwelcome behaviour that offends, humiliates, or intimidates another person, whether that effect is intended or not. This may occur as a single act, or as a series of incidents, persistent innuendoes, or threats. It can take many forms such as:

- a. Silent or loud.

- b. Subtle or openly hostile; or
- c. Private or public.

Harassment may take the form of general bullying or be specifically aimed at people with particular or different characteristics. The latter type of harassment may amount to discrimination which is unlawful.

Sexual harassment generally includes any unwelcome conduct of a sexual nature which a reasonable person would find offensive, humiliating or intimidating. It may be physical, verbal or written. Certain conduct that may be tolerated socially could constitute sexual harassment in the workplace when it is unwelcome. At the same time, sexual harassment must not be confused with conduct that has the consent of all involved.

Examples of sexual harassment include:

- a. The public display of pornography, including on the internet.
- b. Continued use of jokes containing sexual innuendo.
- c. Intrusive enquiries into another employee's private life, their sexuality or physical appearance.
- d. Persistent requests from a colleague to go for a drink where such requests have been consistently declined.
- e. Persistent staring or leering at a person or parts of their body.
- f. Sexually offensive telephone calls.
- g. Requests for, or expectations of, sexual activity under threat, or in exchange for favours or promises of preferential treatment.
- h. Deliberate or unnecessary physical contact, such as patting, pinching, fondling, deliberate brushing up against another body, or attempts at kissing.
- i. Public displays of nudity – commonly referred to as flashing; and
- j. Sexual violence at the most extreme, sexual assault and forced attempts of sexual intercourse.

Misconduct

Behaviour by an employee that severs the relationship between the employee and the organisation and merits instant dismissal without notice or pay in lieu of notice or termination of the volunteer position. Serious misconduct dismissal requires only one instance of the damaging behaviour. Examples of serious misconduct behaviour include:

- a. Wanton disregard for the safety of others.
- b. Deliberate acts of violence or hostility.
- c. Fighting or assault on another person.
- d. Malicious damage.
- e. Financial defrauding of the organisation.
- f. Significant or repeated levels of insubordination.
- g. Falsification of documents.
- h. Defaming or criticising the organisation or any member of the organisation or a tenant or client of the organisation on social media or through any other public platform; and
- i. Defaming or criticising the organisation to other organisations, including funding and regulatory bodies.

Repeated Behaviour

Repeated behaviour means the persistent nature of the behaviour and can refer to a range of behaviours over time.

Underperformance

Behaviour by an employee considered unacceptable to the organisation but not as immediately harmful to the organisation as serious misconduct. Shire of Quairading will afford an employee every reasonable opportunity to reverse misconduct behaviour prior to consideration of termination of employment.

Underperformance or poor performance is:

- a. Unsatisfactory work performance, that is, a failure to perform the duties of the position or to perform them to the standard required.
- b. Non-compliance with workplace policies, rules or procedures.
- c. Unacceptable behaviour in the workplace.
- d. Disruptive or negative behaviour that impacts on co-workers.
- e. Continual absenteeism.
- f. Inappropriate use of workplace facilities.
- g. Unprofessional personal appearance.
- h. Negligence; and
- i. Defaming or criticising the organisation to individual residents, clients, families, staff or other valued stakeholders.

Underperformance is different to misconduct. Misconduct is more serious in terms of action by the employee, impact on the organisation and consequence.

Unreasonable Behaviour

Behaviour that a reasonable person (having regard for the circumstances) would consider unreasonable. This includes behaviour that is victimizing, humiliating, intimidating or threatening.

ACCOUNTABILITIES & RESPONSIBILITIES

- a. The Council is accountable for:
 - i. Ensuring the organisation has in place a lawful, transparent, and accountable policy framework, supported by a suite of compliant and appropriate policies and procedures.
 - ii. Endorsing (or not) each organisational policy document in a timely and effective manner; and
 - iii. Delegating implementation of each policy document to the CEO.
- b. The CEO is accountable for ensuring the development, implementation, monitoring and review of this policy document, in accord with governing legislation and Council directives.
- c. The Executive Management Team and Managers are responsible for:
 - i. Ensuring that all employees under their direction comply with this policy document; and
 - ii. Enacting process to redress non-compliance with this policy document.
- d. All employees are individually responsible for complying with this policy document.

PROCEDURE

Please refer to the procedures in the Grievance Policy.

STATUTORY ENVIRONMENT

Local Government Act 1995

Fair Work Act 2009


Fair Work Amendment Act 2013

Work Health & Safety Act 2020

Local Government Industry Award 2020

Industrial Relations Act 1979

Minimum Conditions of Employment Act 1993

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Nicole Gibbs	24/02/23	167-22/33	New Policy	Feb 25	

REDEPLOYMENT, REDUNDANCY OR TERMINATION POLICY

POLICY

- a. The Shire of Quairading reserves the right to redeploy positions or make positions redundant on genuine business grounds.
- b. Shire of Quairading will notify and discuss any organisational changes as required by applicable industrial instruments and legislation.
- c. Where a position is identified by the Shire of Quairading as being surplus to business needs, the Executive Team will first attempt to find the worker, whose position is redundant, an alternative position within the organisation. Suitable positions will be identified with reference to the skills and experience of the worker whose position is being considered for redundancy. The worker will be given the opportunity and adequate time to consider the alternatives and respond accordingly.
- d. Where a redundancy arises as a result of a transfer of business, a worker who accepts an offer, that recognises their service for redundancy purposes, or rejects an offer of employment in a new role, that is on terms and conditions substantially similar to and (considered on an overall basis) no less favourable than the worker's previous terms and conditions of employment, will not be entitled to redundancy pay.
- e. Where redeployment is not possible, a worker whose position is made redundant will receive the appropriate severance pay and other entitlements in accordance with an industrial instrument or a contract of employment (whichever is applicable).

DEFINITIONS

Abandonment of Employment

Abandonment of employment means a worker is absent from work without a reasonable excuse for an unreasonable period of time without having communicated to the employer any reason for the absence.

A worker who has abandoned employment has demonstrated an intention to no longer be bound by the terms of the contract of employment.

Redeployment

Redeployment means the transfer of a worker to another job within the same organisation or an 'associated entity'. It is not sufficient for the employer to find another position (e.g. a lower-level or lower-paid position) in the organisation for a worker in danger of retrenchment, unless the worker agrees to this arrangement.

Without this agreement, a demotion or employment conditions that are substantially less favourable to the worker will amount to a breach of the employment contract, and therefore be either an unfair dismissal or a genuine redundancy (the latter meaning that redundancy entitlements will be payable).

Redundancy

Redundancy means a worker is no longer required for work through no fault of their own, usually because the employer no longer needs or requires the position to be performed by anyone (i.e. the position has become redundant, not the worker). There is no personal act or default by the worker.

Repudiation

Repudiation means a refusal to perform a duty or obligation in a contract (including an employment contract).

Termination

Termination of employment means the voluntary or involuntary end of a contract of employment by giving proper notice (e.g. resignation of worker, dismissal or retrenchment by the employer).

This is usually because of the worker's misconduct, repudiation or abandonment of employment.

PROCEDURE**1. Redeployment and Redundancy**

- a. Executive Managers will ensure that:
 - i. Shire of Quairading consults with workers where redundancies are being considered;
 - ii. All avenues for worker redeployment are exhausted prior to seeking approval for redundancies from the CEO or for arranging for the issue of any final termination advice;
 - iii. Affected workers are allowed to identify potentially suitable positions from within the organisation as possible options for redeployment;
 - iv. All instances of redundancy follow the appropriate process, including open communication with the workers concerned;
 - v. Communication regarding redundancy is delivered in an appropriate, confidential and sensitive manner;
 - vi. If a worker's employment is terminated for redundancy, the worker is provided with a statement of service and payment of all accrued but unused entitlements, including notice and (if applicable), redundancy pay;
 - vii. All documentation relating to worker entitlements upon termination of employment for redundancy is completed and issued to payroll for timely processing;
 - viii. LGIS is able to provide confidential counselling to affected workers, where considered appropriate; and
 - ix. Exit interviews are conducted with affected workers.
- b. The CEO is responsible for:
 - i. Ensuring any decision made in relation to the retrenchment of workers is based on sound and objective operational criteria and that the positions selected for redundancy are the most appropriate; and
 - ii. Providing final authorisation for any redundancies.
- c. Workers will ensure that:
 - i. Full consideration is given to any options or alternatives offered by the organisation; and
 - ii. Normal work is continued during the process of communication and notice period if applicable.

2. Termination

- a. Misconduct

Shire of Quairading may (but is not compelled to) terminate a worker's contract of employment for reasons of misconduct (please refer to the *Underperformance & Misconduct Policy & Procedures*).

b. Underperformance

Where a line manager considers a worker is underperforming in the position, the line manager is to initiate the *Underperformance & Misconduct Policy & Procedures*.

If, after following the *Underperformance & Misconduct Policy & Procedures*, the worker is proven to be underperforming in the position and all opportunity has been provided to enable the worker to reverse this position, termination of employment will be considered.

c. Capacity

Capacity relates to the worker's ability to perform the inherent requirements of the position. The 'inherent requirements' are the main components of the position.

Where a line manager considers a worker does not have the 'inherent requirements' of the position, the line manager is to initiate the *Underperformance & Misconduct Policy & Procedures*.

If, after following the *Underperformance & Misconduct Policy & Procedures*, the worker is proven to lack the 'inherent requirements' of the position and all opportunity has been provided to enable the worker to reverse this position, termination of employment will be considered.

d. Abandonment of Employment

When a worker is absent from work without a reasonable excuse for an unreasonable period of time without having communicated to their direct line manager any reason for the absence, the line manager will:

- i. Attempt to contact the worker via home telephone, mobile phone, email, work colleagues and any other reasonable means possible; and
- ii. Post a letter by registered mail to the worker's home address appearing on the organisation's records asking the worker to contact the organisation as soon as possible.

A worker will be deemed to have abandoned employment if:

- i. The worker is absent from work for more than five consecutive working days without the line manager's consent and without notification to Shire of Quairading; and/or
- ii. The worker is absent for an additional 14-day period without satisfying the Shire of Quairading that there is reasonable cause.

A worker's absence for up to five days will not be construed as abandonment.

If the worker makes no attempt to contact the Shire of Quairading as to continuing employment, or the excuse for the absence is unsatisfactory, the organisation will assume that the worker has abandoned employment from the date the worker last attended work and terminate the employment accordingly.

e. Total Incapacity

A worker who has a medical certificate confirming that they are totally incapacitated for work will not be deemed to be abandoning employment.

f. Industrial Instruments

Where a worker is covered by an Industrial Instrument or employment contract that provides for abandonment of employment, these provisions will prevail.

g. Unreasonable withholding of leave by employer

Where permission for leave of absence is unreasonably withheld by Shire of Quairading and the worker proceeds on such unauthorised leave, abandonment of employment will not apply.

h. Unlawful termination

The relevant Commonwealth workplace laws prohibit a worker from being terminated on certain grounds, including those that are discriminatory. Workers have protection from unlawful termination.

Unlawful termination is when a worker is dismissed by the employer for reasons including:

- i. A person's race, colour, sex, sexual preference, age, physical or mental disability, marital status, family or carer's responsibilities, pregnancy, religion, political opinion, national extraction or social origin (some exceptions apply, such as where it's based on the inherent requirements of the job) (Refer to the *Equal Opportunity Policy*);
- ii. Temporary absence from work because of illness or injury;
- iii. Trade union membership or non-membership;
- iv. Participation in trade union activities outside working hours or (with the employer's consent) during working hours;
- v. Seeking office as (or acting as) a representative of workers;
- vi. Being absent from work during maternity leave or other parental leave;
- vii. Temporary absence from work to engage in a voluntary emergency management activity, and;
- viii. Filing a complaint or participating in proceedings against an employer.

i. Worker Recourse

A worker can have another person present to assist them in discussions in circumstances where dismissal is possible. However, the other person cannot be a lawyer acting in a professional capacity.

The West Australian Industrial Relations Commission can investigate unlawful termination complaints.

Workers who want to seek redress for what is alleged to be an unlawful termination should apply to the West Australian Industrial Relations Commission. Unlawful termination applications must be made to the West Australian Industrial Relations Commission within 21 days of the termination.

ACCOUNTABILITIES & RESPONSIBILITIES

1. The Council is accountable for:

- i. Ensuring the organisation has in place a lawful, transparent, and accountable policy framework, supported by a suite of compliant and appropriate policies and procedures.
- ii. Endorsing (or not) each organisational policy document in a timely and effective manner; and
- iii. Delegating implementation of each policy document to the CEO.

2. The CEO is accountable for ensuring the development, implementation, monitoring and review of this policy document, in accord with governing legislation and Council directives.
3. The Executive Management Team and Managers are responsible for:
 - i. Ensuring that all workers under their direction comply with this policy document; and
 - ii. Enacting process to redress non-compliance with this policy document.
4. All workers are individually responsible for complying with this policy document.


STATUTORY ENVIRONMENT

Equal Opportunity Act 1984

Industrial Relations Act 1979

Minimum Conditions Act 1993

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Nicole Gibbs Tricia Brown	25 May 2023	247 - 22/23	New Policy	May 2025	

CODE OF CONDUCT FOR EMPLOYEES

To view this Code of Conduct, please click [here](#).

SECTION 5 - COMMUNITY

COMMUNITY GRANTS POLICY**PURPOSE**

Council's Annual Community Grants Program is a strategic tool for capacity building, supporting innovation and addressing community need in line with the Council and community's vision.

The program will recognise the important role community groups play in achieving the Shire's vision – "A place of welcome for all, where we work together, with thriving industry creating jobs, a bright future for our young people, and a bustling town in a beautiful and productive rural setting."

OBJECTIVE

- a. Enhance the community's or organisation's capacity to provide one off projects, services and events.
- b. Improve the quality and opportunities for user accessibility and/or safety of community space.
- c. Increase community participation in community activities.
- d. Help provide funding for a service or activity seen as a need for the betterment of, and improvement to, the enjoyment of life within the community.

POLICY

Council grant funding of up to \$5000 (per application, per annum) is available to assist current or potential community groups or clubs to establish or to continue a service or activity that results in the betterment of the community.

The purpose of the grant funding application must adhere to the purposes and/or objectives of this policy and Council retains the right to refuse any non-compliant application on these grounds.

Council will fund this policy to encourage the growth and sustainability of community contribution to the well-being of the Shire of Quairading.

1. Allocation of Resources

Council will review and confirm allocation of resources annually as part of their annual budget processes.

Resources will be allocated to a specific general ledger account.

A single tranche will be allocated and available to community groups/clubs upon the adoption of the annual budget.

Major Grants applications will be due on 01 May 2023 each calendar year and assessed by Council on 01 September each calendar year.

Small Grants applications will be due twice per year on:

01 April 2023 – 30 March 2023

01 October 2023 – 30 November 2023

This will ensure:

- Council is using an accountable and transparent selection process to approve applications.
- Applications will be assessed on merit, and the worthiest applications will be selected against a priority criteria.
- Council can plan for the mid to longer-term funding of on-going significant projects.
- The Shire can provide a designated resource to assist community groups to prepare applications over a three-month period.
- Applicants have three months to respond to a very simple application process.

A process whereby applicants can apply all year around assumes an unlimited amount of funding for the program or a lack of structure whereby projects can be prioritised according to value to the community (i.e. the least valuable projects may be submitted early in the financial year and the most valuable projects submitted after the funds have been exhausted). An 'all year around' model also makes it difficult for Council to demonstrate transparency and to select according to priority. Finally, it is incredibly challenging for Council to do mid to long-term financial planning for significant projects without a prioritisation plan.

Community clubs/groups will be allowed to apply for a grant once per year.

Organisations may not apply for funding under the Community Grants Program if they have also received funding under the Business Support Grants Program in the same year. There is a requirement to provide an acquittal report back to the Shire to show where funds have been spent at the end of each financial year.

2. Category of Projects

Applicants may apply for funds for small projects, major projects and/or events.

- **Small Grants** cover requests for financial assistance from Council for between \$500 and \$2500 ex GST. Support may be either financial or in-kind and based on one half from Council, and one half from the applicant organisation and/or by way of external funding. Groups can only apply for one small grant per year. There is a requirement to provide an acquittal report back to Council to show where funds have been spent at the end of each financial year.
- **Major Projects and Events** covers requests for financial support over \$2,500. Support may be either financial or in-kind and based on one half from Council, and one half from the applicant organisation and/or by way of external funding. Maximum of one application per year. There is a requirement to provide an acquittal report back to Council to show where funds have been spent at the end of each financial year.

3. Eligibility

- a. Applicant groups must be based within the Shire of Quairading.
- b. All successful project activities and events are to be completed by the end of the financial year in which funding was awarded.
- c. Applicants should demonstrate a link to the Shire's strategic plans and strong community benefit for their project or event.
- d. Incorporation is desirable but not essential.
- e. Verification by applicant that funding request could not be covered by insurance.

- f. Funding will not be awarded to private businesses or individuals.
- g. Requests for funding or support cannot be for a project, event or activity that has already occurred.

4. General Conditions

- a. Council's position is to fund to a maximum of one half of the total project cost and applicants are encouraged to contribute their own funding and/or obtain grant or loan funding for the remaining project costs.
- b. Voluntary labour and equipment may be included in the applicant's contribution but may not exceed one third of the completed value of the project.
- c. Council may opt to use their employees or equipment in lieu of a cash contribution.
- d. Council reserves the right to carry out a progress inspection or request a progress report at any stage of the project.
- e. Budget allocation for the Community Grants Program will be determined during the Council's annual budgeting process.
- f. Allocation of grant funding, partial or entire, will be at the sole discretion of the Council.
- g. The Chief Executive Officer is given delegated authority to approve or reject variations to the Applicant's project budget following approval of the grant from Council.
- h. Any applications received that are considered to not completed in their entirety or lacking in information, will be returned to the applicant for resubmission. It is encouraged that applicants carefully read through and address each criteria item to ensure the application will be considered.

5. Acquittal

All Groups that receive funding will have to provide the following after their project's completion or by no later than 31st July of the next financial year:

- a. Completed Acquittal Form (to be provided);
- b. Proof the project, activity or event took place (e.g. photographs etc.);
- c. Proof of expenditure (e.g. copy of financial records and invoices paid); and
- d. Evaluation of project, activity or event (e.g. copy of participant feedback, surveys etc.).

6. Assessment Process

- a. Applications will be assessed by the Grants Team based on grant criteria and a recommendation made to Council.
- b. Applications will be presented to Council and assessed based on eligibility and merit.
- c. Allocation of grant funding is at the discretion of the Council
- d. All applicants will be contacted regarding the outcome of the application process by email or post.

7. Submission Deadline

Applications will be called for on the 01 August each calendar year and closed for assessment by Council on 01 November each calendar year. Applications can be submitted via mail, email or printed copies dropped into the Front Counter at Shire Administration Office. Late applications will not be accepted.

GUIDELINES


Annexure A - Assessment Criteria

Annexure B - Community Grants Program Funding Process (Attached).

Community Grants Application Form (Separate Document).

STATUTORY ENVIRONMENT

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	29/3/18	169-17/18	New Policy		
02	Graeme Fardon Richard Bleakley			Policy Review Project	Dec 18	
03	A&R Committee	20/12/18	115-18/19	Revised 12/12/2018		
04	Grants Team	19/12/19	94-19/20	Revised document	Dec 21	
05	Grants Team	17/12/20	104-20/21	Revised Document	Dec 22	
06	Grants Team	16/12/21	99-21/22	Revised Document	Dec 23	
07	Nicole Gibbs	29/06/23	279 - 22/23	Biennial Review	June 2025	

ANNEXURE A

1. Assessment Criteria

Each grant submission will be assessed based on the following criteria

Criteria 1 – Community Benefit:

- a. Does the project align with Shire’s Strategic Community Plan?
- b. Is there identified and demonstrated community need?
- c. What are the benefits (value adding) to the Quairading community?

Criteria 2 – Organisation:

- a. Incorporated body? Y/N
- b. Purpose of organisation including the type and number of activities they undertake annually
- c. Current Membership
- d. Current Financial Position (incl. Financial Statement)
- e. Sustainability of organisation

Criteria 3 – Project Cycle:

- a. Planning and design of project
- b. Management and delivery of project (incl. milestones and works schedule)
- c. Project Budget
- d. Financial contribution - \$; In-Kind, External
- e. Evaluation of project
- f. Sustainability of project

2. Score

Each Grant Application will be assessed based on these criteria

Each criteria will be evaluated and given a score between 1 (Poor) and 5 (Excellent).

3. Weighting

Weighting for each criteria to be determined by the Council.

Proposed weighting is: -	
Community Benefit -	40%
Organisation -	20%
Project Planning -	40%
Priority Ranking	No/No of Applications

4. Ranking

Following the individual evaluations, the scores will be entered into a Ranking Spreadsheet.

This spreadsheet will aggregate the *Criteria Scores* and apply the *Weighting Ratios*.

The spreadsheet will then determine the ranking of the individual grant applications.

ANNEXURE B

Shire of Quairading Community Grants Program Funding Process



BUSINESS SUPPORT GRANTS POLICY

PURPOSE

Council’s Annual Business Support Grants Program is a strategic tool developed to support and encourage:

- a. The sustenance of existing business;
- b. The development of new business and industry; and
- c. The use of innovative and bespoke business models.

The program will support direct and indirect economic benefit to the Shire of Quairading.

The program will recognise the important role commercial enterprises play in achieving the Shire’s vision – “A place of welcome for all, where we work together, with thriving industry creating jobs, a bright future for our young people, and a bustling town in a beautiful and productive rural setting”.

OBJECTIVE

- a. Attract State, Federal and international investment into the Shire of Quairading.
- b. Assist new enterprises to establish in Quairading.
- c. Encourage individual businesses to invest in online and e-commerce activities.
- d. Encourage local enterprises to invest in professional development and training.
- e. Assist local business in the ability to increase business opportunity and sustainability.
- f. Provide businesses with support for capital works projects to adapt to changes in business structure and/or conditions.
- g. Enhance local business capacity to improve their streetscape presence.

POLICY

Council grant funding of up to \$5000 (per application, per annum) is available to assist current or potential local businesses or enterprises to

- a. Sustain existing business;
- b. Develop new business and/or industry; and
- c. Pilot innovative and bespoke business models.

The purpose of the grant funding application must adhere to the purposes and/or objectives of this policy.

Council reserves the right to automatically reject non-compliant applications without consideration. Council also reserves the right to reject applications, even if they are compliant.

Council will fund this policy to encourage the growth and sustainability of business and enterprise, which will in turn improve local employment opportunities for residents and help achieve thriving local industry and community.

1. Allocation of Resources

Council will review and confirm allocation of resources annually as part of their Annual Budget processes.

Resources will be allocated to a specific General Ledger Account.

A single tranche will be allocated and available to local businesses upon the adoption of the annual budget.

Grants will be available twice each calendar year and assessed by Council on 01 July and 01 November each calendar year. This will ensure:

- a. Council is using an accountable and transparent selection process to approve applications.
- b. Applications will be assessed on merit, and the most worthy applications will be selected against a priority criteria.
- c. The Shire can provide a designated resource to assist businesses to prepare applications over a three-month period.

A process whereby applicants can apply all year around assumes an unlimited amount of funding for the program or a lack of structure whereby projects can be prioritised according to value to the community (i.e. the least valuable projects may be submitted early in the financial year and the most valuable projects submitted after the funds have been exhausted). An 'all year around' model also makes it difficult for Council to demonstrate transparency and to select according to priority.

Businesses/enterprises will be allocated a maximum of one grant every 12 months. If an application is unsuccessful, the organisation can apply again in a later round.

Organisations may not apply for funding under the Business Support Grants Program if they have also received funding under the Shire Community Grants Program in the same year. There is a requirement to provide an Acquittal Report back to the Shire to show where funds have been spent at the end of each financial year.

2. Eligibility Conditions

- a. Applicants must be based within the Shire of Quairading.
- b. Applicants must hold an Australia Business Number.
- c. All successful projects are to be completed within 12 months of the funding being awarded.
- d. Applicants must verify that the funded project could not be covered by insurance.
- e. The program will not support organisations that are political or that have a political purpose, government departments or agencies, grant making bodies or have a primary focus on fundraising.
- f. Requests for funding or support cannot be for a project/activity that has already occurred.
- g. The grant will not fund any reoccurring business/operational costs.
- h. The applicant must have all insurances, permits and licences for business operation.
- i. Organisations may not apply for funding under the Business Support Grants Program if they have also received funding under the Shire Community Grants Program in the same year.

3. General Conditions

- a. Projects that will be considered, but not limited to, include:

- i. New business/enterprise assistance.
 - ii. Training and professional development.
 - iii. Investing in e-commerce activities.
 - iv. Projects that increase business opportunity and sustainability.
 - v. Capital works projects including major projects and streetscape and aesthetic/amenity improvements.
- b. Budget allocation for the Business Support Program will be determined during the Council's Annual Budgeting Process.
 - c. Allocation of grant funding, partial or entire, will be at the sole discretion of the Council.
 - d. Council's position is to fund to a maximum of one half of the total project cost and applicants are encouraged to contribute their own funding and/or obtain grant or loan funding for the remaining project costs.
 - e. In-kind labour and equipment may be included in the applicant's contribution but may not exceed one third of the completed value of the project.
 - f. Council may opt to use their employees or equipment in lieu of a cash contribution.
 - g. Council reserves the right to carry out a progress inspection or request a progress report at any stage of the project.
 - h. The Chief Executive Officer is given delegated authority to approve or reject minor variations to the applicant's project budget following approval of the grant from Council.
 - i. Any applications received that are considered to not completed in their entirety or lacking in information, will be returned to the applicant for resubmission. It is encouraged that applicants carefully read through and address each criteria item to ensure the application will be considered.

4. Acquittal

All businesses/enterprises that receive funding will have to provide the following after their project's completion within 12 months of the funding being awarded:

- a. Completed Acquittal Form (to be provided);
- b. Proof the project, activity or event took place (e.g. photographs etc.);
- c. Proof of expenditure (e.g. copy of financial records and invoices paid); and
- d. Evaluation of project, activity or event (e.g. copy of participant feedback, surveys etc.).

5. Assessment Process

- a. Applications will be assessed by the grants team based on grant criteria and a recommendation made to Council.
- b. Applications will be presented to Council and assessed based on eligibility and merit.
- c. Allocation of grant funding is at the discretion of the Council.
- d. All applicants will be contacted in writing regarding the outcome of their application.
- e. Applicants are encouraged to seek feedback on the outcome of their application.

6. Submission Information

Applications can be received via mail, email or printed copies dropped into the front counter at Shire Administration Office.

GUIDELINES


Annexure A - Assessment Criteria (Attached)

Annexure B – Shire of Quairading Business Support Grants Process

Application Form - (Separate Document)

STATUTORY ENVIRONMENT

Local Government Act (1995)

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Jen Green	29/4/21	164-20/21	New Policy	Apr 23	
02	Nicole Gibbs Jen Green	27/07/23	019-23/24	Biennial Review/Council request	Jul 25	

ANNEXURE A

1. Assessment Criteria

Each Grant Submission will be assessed based on the following criteria

Criteria 1 –Benefit:

- a. Is the project part of an overall business/enterprise strategy?
- b. Is there identified and demonstrated business/enterprise need?
- c. What are the benefits (value adding) to the business/enterprise and the community?
- d. Does the project align with outcomes in the Strategic Community Plan?

Criteria 2 – Organisation:

- a. ABN? Y/N
- b. Business type and purpose

Criteria 3 – Project Cycle:

- a. Planning and design of project
- b. Management and delivery of project (incl. milestones and works schedule)
- c. Project Budget
- d. Financial contribution - \$; In-Kind; External
- e. Evaluation of project
- f. Sustainability of project
- g. Use of local suppliers for capital works

2. Score

Each Grant Application will be assessed based on these criteria

Each criteria will be evaluated and given a score between 1 (Poor) and 5 (Excellent).

3. Weighting

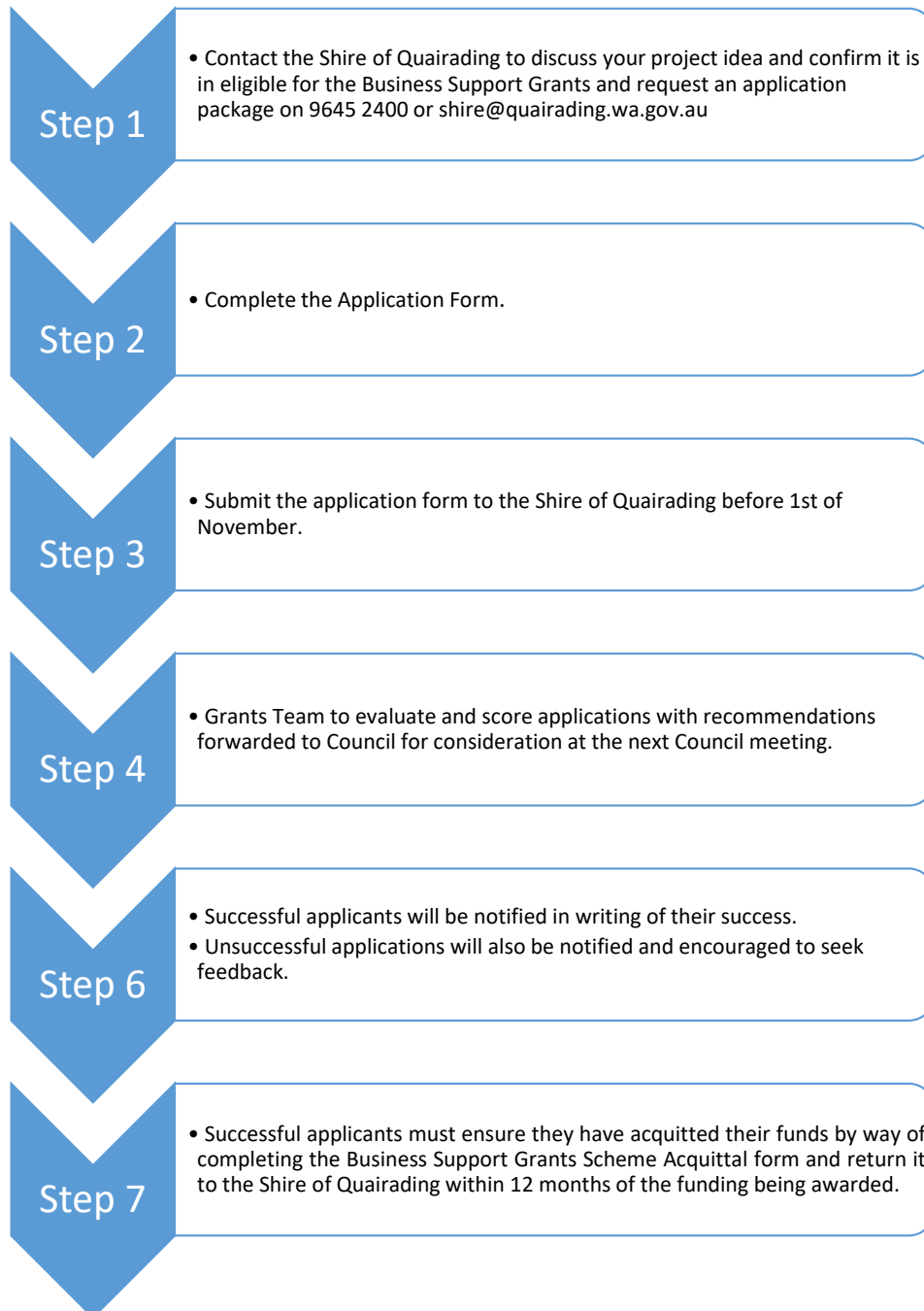
Weighting for each criteria to be determined by the Council.

Proposed weighting is: -	
Community Benefit -	40%
Organisation -	20%
Project Planning -	40%
Priority/Need	Number/Submissions Received

A minimum weighted score of 3 out of 5 (60%) will receive a positive recommendation.

ANNEXURE B

Shire of Quairading Business Support Grants Process



CITIZEN OF THE YEAR SELECTION CRITERIA POLICY

PURPOSE

Each year Council holds an Australia Day function which includes a presentation of an award for the 'Citizen of the Year' - an outstanding person in the community that has made notable contribution to the town.

The purpose of this Policy is to provide an overview of the Shire of Quairading's Citizen of the Year Awards program and detail the selection criteria for the selection panel.

OBJECTIVE

The objective of this Policy is to provide guidelines:

1. Encourage local groups and individuals to nominate candidates for the award who are genuinely worthy nominees.
2. Provide guidance to the selection panel who are assessing the nominees.
3. Foster a sense of community in recognising outstanding people within it.

POLICY

Selection Panel

The members of the selection panel are nominated by Council and may include the Shire President and Deputy Shire President, other Elected Members and one previous "Citizen of the Year" winner and/or another citizen.

A member of the selection panel cannot be immediately related to a nominee. This includes:

- De facto partner/spouse
- Child, parent
- Grandparent
- Grandchild
- Sibling
- Step-relations
- Adoptive relations
- The immediate family of the employee's spouse or de facto partner

Nominations

1. Nominations will only be accepted on the official nomination forms in writing.
2. Assistance filling in the application may be provided by Council staff.
3. Nominators can make submissions for more than one individual, but a separate form must be used for each nomination.
4. Individuals cannot self-nominate.

5. Entries submitted after the specified closing date will not be accepted but encouraged to submit a nomination for the following year.
6. Nominees will be notified prior to the event to allow recipients to invite friends and family to the presentation at the Australia Day function. The winner of the award will be announced at the Australia Day event.

Council staff must not discuss applications with nominators or potential recipients without the permission of the Shire President or the CEO.

Eligibility to be nominated

In choosing the recipients of the Community Citizen of the Year Awards, regard is given to the nominee's achievements in the year immediately prior to receiving the award, as well as their past achievements and ongoing contribution to the community.

A nominee need only be nominated once to be considered. The number of nominations received per nominee bears no weight on their selection as Citizen of the Year.

1. The nominee must have resided or worked (including voluntary) within the Quairading District within the 12 months prior to the nomination.
2. The nominee must be an Australian Citizen.
3. The nominee can be any age.
4. The nominee must be an individual and not a group. A couple or pair working together on a joint initiative may be considered at the discretion of the local selection panel.
5. The nominee must not have received the Citizen of the Year award previously.
6. Unsuccessful nominees may be nominated in future years.
7. Sitting members of State, Federal and Local Government are not eligible.
8. Awards may be granted posthumously in recognition of recent achievements.
9. By accepting the nomination, the nominee gives Council permission to use their information on social media, or other promotional mediums.
10. All nomination information and materials submitted remain the property of Council.

Submissions should:

1. Address the assessment criteria by outlining the nominee's background, achievements, and reasons for nomination in 200 words or more
2. Include supporting documents such as character reference/s and photograph/s

Selection guidelines

Selection is to be based on the information that is provided in the nomination form and supporting documents by the specified time allocated. It is the responsibility of the nominator to supply all nomination information for assessment.

New information on a submitted nomination can be included prior to the closing date. Any information submitted to an already submitted nomination after the closing date will not be considered by the panel.

The selection panel will be provided with nomination information prior to the first meeting taking place to conduct a preliminary assessment.

Nominees will be judged on the following criteria:

1. The resident must have shown significant contribution to the local community over and above what is normally expected. The impact of these activities on the community should be lasting and enduring. Weighting: 20 %
2. The resident must demonstrate leadership within the community (or have done so in the past). Weighting: 20%
3. The resident must have shown outstanding achievement in one or more specific fields including (but not limited to) academic, sporting, environmental, community engagement, business, welfare, arts and culture, leadership and civic responsibility. Weighting: 20 %
4. The resident must display community spirit and show inspiring qualities as a role model for the community. Weighting: 20%
5. Higher consideration for award selection should be given to those residents that provide community support of a volunteer nature, in kind service or contribution which is not in a paid capacity. Weighting: 20%

If a nominee does not accept the nomination, the selection committee must reconvene to select the next most worthy nominee. If there are no other nominees, the Citizen of the Year Award is not awarded for that year.

If no nominees are submitted, the Citizen of the Year Award is not awarded for that year.

The selection panel cannot:

1. Select joint recipients (unless they are a nominated couple and deemed appropriate by the selection panel).
2. Allocate more than one award or certificate per year to a recipient.
3. Create additional categories or subcategories for assessment.

Nomination information

All nomination information:

1. Is to be treated as confidential.
2. Is not to be copied and must not be discussed or shared with any person outside the selection panel or appropriate Council staff at any time.
3. Must be returned to Council at the conclusion of the final selection panel meeting, and must not be retained by selection panel members.
4. Is to be handled in accordance with the *Privacy Act 1988*.


GUIDELINES

Citizen of the Year WA

The Citizen of the Year WA website was used as a guide in the development of this Policy, but altered to suit our community.

STATUTORY ENVIRONMENT

Privacy Act 1988

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Nicole Gibbs	24/2/22	165-22/33	New Policy	Feb 2024	

OUTDOOR EATING AREAS POLICY

OBJECTIVES

The objectives of this policy are to:

- Provide guidance for the provision and governance of outdoor eating areas within the Shire of Quairading;
- Encourage the establishment of outdoor eating areas; and
- Ensure that pedestrian and vehicular traffic is not compromised.

POLICY STATEMENT

1. This policy applies to occupiers of a premises within the Shire of Quairading who are eligible to establish an outdoor eating area, in accordance with the *Activities in Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2016*.
2. The Shire of Quairading supports and encourages the establishment of "Outdoor Eating Areas" which:
 - a. Enhance the amenity, vitality and ambience of the Shire's trading precinct.
 - b. Comply with the *Activities in Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2016*.
 - c. Do not interfere with the safe and reasonable movement of pedestrian and vehicular traffic.
3. Every application will be considered by the Shire to ensure that it complies with the requirements of this Policy and the Local Law.

PROCEDURES

1. Application

- a. Applicants must submit to the Shire:
 - i. The prescribed form;
 - ii. Plans showing both Plan View and Elevation;
 - iii. Accurate dimensions of the area;
 - iv. Barricades/barriers to be used; and
 - v. The prescribed application fee.
- b. Applicants are to refer to *Activities in Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2016* in conjunction with this document.

2. Relevant Information

- a. An applicant is to provide all relevant information as requested, including, but not limited to:
 - i. Scaled plans of 1:50 with both Plan View and Elevation and with dimensions of the proposed Outdoor Eating area;
 - ii. The plans are to include path platform structure, location of tables and chairs, barricades/barriers, street furniture, light poles, parking restriction signs, bins, advertising signs, pot plants/planter boxes, cafe banners proposed to be incorporated into, or adjacent to the outdoor eating area;
 - iii. The plans will also detail all land adjoining the proposed outdoor eating area within 10 metres,

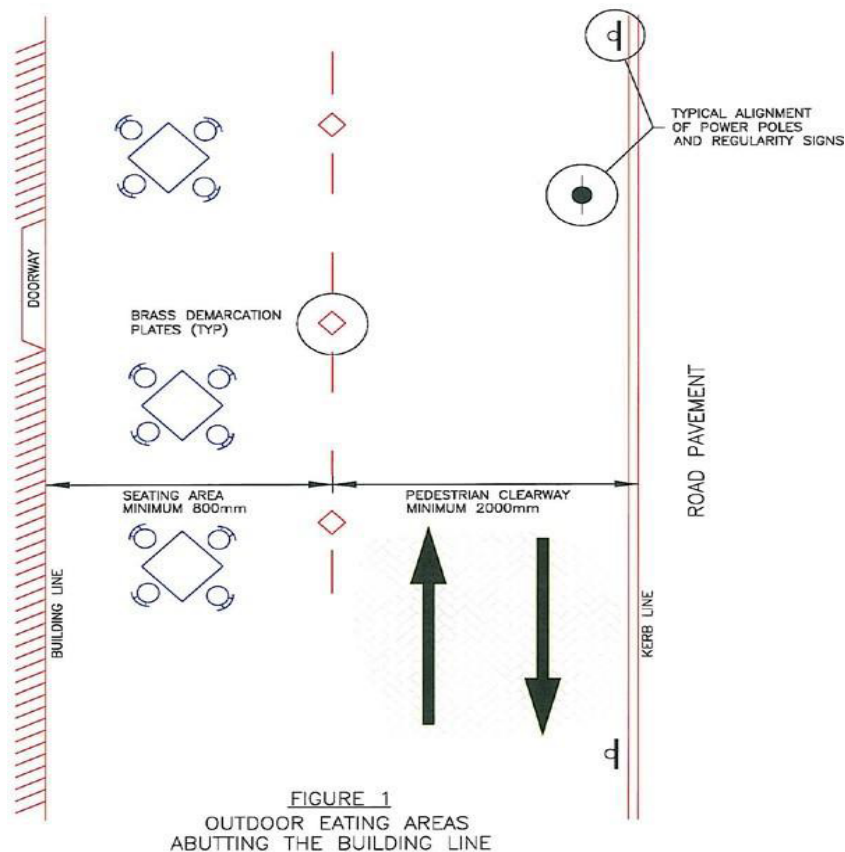
- showing the location of all carriageways, footpaths, public facilities, public places, streets and street alignment;
- iv. Colour photographs or accurate sketches of the proposed outdoor eating area;
 - v. Details and dimensions of footings and other methods of affixing barricades/ barriers to the footpath;
 - vi. Proposed days and hours of operation;
 - vii. How potential congestion caused by the outdoor eating area encroaching into the footpath will be managed;
 - viii. Whether alcohol is to be consumed in the outdoor eating area, as ancillary to food;
 - ix. Total patron numbers internally and proposed patron numbers in the outdoor eating area;
 - x. Available sanitary facilities for the public;
 - xi. Public liability insurance certificate of currency (minimum \$20 million); and
 - xii. Any other information requested of the applicant by the Shire's Officers considered relevant to assessment of the application.
- b. The applicant will ensure that all services and street furniture are identified and shown accurately on the site plan submitted. The Shire accepts no liability for the cost of relocating any services and/or the Shire's street furniture, including, but not limited to, street litter bins, bicycle parking rails, and/or benches and parking restriction signs, that may be required as a consequence of the application/licence.
 - c. The Shire will assess each application and if the removal and/or relocation of any item of street furniture is considered appropriate all works associated with the removal/s will be at the applicant's cost.
 - d. Removals and relocations of items located on the verge will be the exception and not the rule and will be assessed on merit.

3. Location of Outdoor Eating Area

- a. The positioning of an outdoor eating area, either adjacent to the kerb line or abutting the property line will largely be dictated by the classification and function of the road upon which the premises is located.
- b. The majority of the Shire's streets fall into the following categories:
 - i. Access Roads (residential streets);
 - ii. Local Distributor Roads; and
 - iii. Two (2) Lane District Distributor Roads.
- c. In these road categories the applicant has the option of 'butting the building' or 'adjacent to the kerb' (if the footpath is of the minimum required width of 2900mm). These roads are not subject to Clearway restrictions and the existing kerb side and/or embayed parking lane acts as a buffer to the traffic lane.
- d. The majority of the outdoor eating areas within the Shire are required to conform to Figure 1. This maintains a minimum 2000mm clear zone for pedestrian access between the kerb face and the outdoor eating area boundary. It also accommodates existing structures such as litter bins and signs located adjacent the kerb line.
- e. If the applicant chooses the option of locating the outdoor eating area adjacent the kerb line the applicant must comply with the layout as shown in Figure 2. This ensures a minimum clear zone of 600mm between the kerb face and the outdoor eating area. It enables passengers to alight from

parked cars and it accommodates street furniture and/or services. Finally, it maintains a minimum clear pedestrian zone of 1500mm between the building and the outdoor eating area boundary.

- f. Where there are consecutive kerb side outdoor eating areas a gap of 1500mm must be provided every 12 metres to allow access from the roadway to the path.
- g. Premises adjacent to intersections are required to comply with Figure 1 (abutting the property line).



- h. Four Lane District Distributor Roads and Primary Distributor Roads are generally subject to high traffic volumes, clearway restrictions and a posted speed limit of 60kph. Therefore, out-door dining areas adjacent the kerb line are not encouraged from an amenity or safety perspective.
- i. The location of pre-existing permit holders along sections of Shire footpath may impact the assessment and approval of individual locations (e.g. uniformity must be maintained).

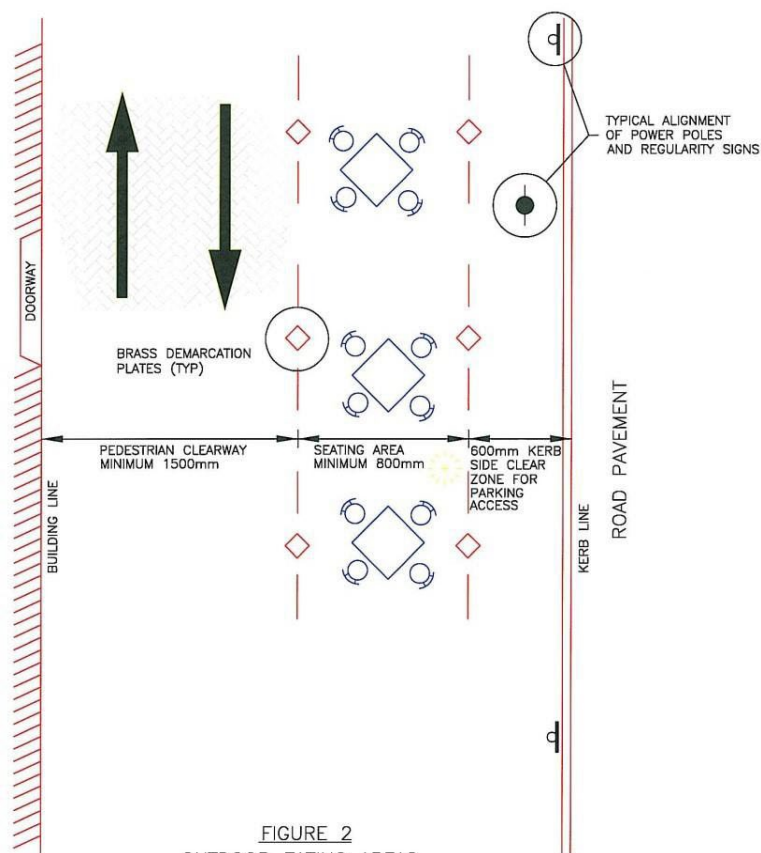


FIGURE 2
OUTDOOR EATING AREAS
ADJACENT THE KERB LINE

- j. Arrangements to extend an outdoor eating area to include the street frontage of adjacent premises may be permitted in some circumstances.
- k. The written consent of the owner and occupier of the adjacent premises must accompany an application to request usage of the street frontage abutting the adjacent premises.
- l. If the owner or occupier of the adjacent premises revokes their consent for the outdoor eating area, the use of the area must be determined by the Shire. Any such revocation must be accompanied by evidenced reasons for consent being withdrawn. If the request to revoke use of the area is upheld by the Shire, the outdoor eating area licensee will be required to cease use of that area immediately and may be required to reinstate the footpath within the time specified by the Shire.

4. Furniture Positioning

- a. All furniture and other approved structures including planter boxes are to be free standing, unless prior approval is obtained from the Shire to affix.
- b. All furniture, barriers and other structures must be removed from public areas at the close of each business day, unless otherwise specified in writing by the Shire.
- c. The Shire may require that any furniture, barrier or other structure be removed at any time to allow

street works, maintenance or cleaning to be undertaken.

- d. Furniture and planter boxes must be maintained in good condition, and be aesthetically satisfactory and safe.
- e. An awning may be installed a minimum of 500mm from the road kerb, subject to Council approval being granted prior to installation. A Planning Application and Building Licence Application must be lodged with the Shire for assessment.
- f. Where 'café' umbrellas are to be used as a sun shade they must be:
 - i. Adequately secured to ensure they do not become dislodged in high winds;
 - ii. Removed at the close of business each day; and
 - iii. Not closer than 600mm to the kerb line and have a minimum height clearance of 2.75m.
- g. Permanent fixing points in the footpath will only be considered where the applicant can demonstrate that they will not affect the Shire's infrastructure or other services and are concealed when not in use so not to be a trip hazard.
- h. Approved cafe blinds may be installed for the purpose of weather protection within an outdoor eating area, provided that they:
 - i. Are non-reflective, transparent and light weight in appearance;
 - ii. Do not have the visual or apparent effect of enclosing a public place;
 - iii. Are removed from a public place at the close of business each day;
 - iv. Do not hinder use of a public place during and after trading hours;
 - v. Do not cause injury or prejudicially affect the amenity of the immediate area;
 - vi. Do not have any advertising or sign writing on the blinds; and
 - vii. Are not attached to a place listed on the Shire's Heritage List or Municipal Heritage Inventory or in the Register of Places under the Heritage of Western Australia Act 1990, unless approved by the responsible authority.
- i. Screens may be permitted on the kerb side of an outdoor eating area, subject to:
 - i. A minimum clear pedestrian access of 600mm between the kerb and the outer perimeter of the screen;
 - ii. A maximum height of 900mm, and maximum length of 1000mm, unless otherwise approved by the Shire;
 - iii. Do not extend more than 12 metres without a 1500mm break for pedestrian access;
 - iv. Do not have the visual or apparent effect of enclosing a public place;
 - v. Are removed from a public place at the close of business each day;
 - vi. Do not hinder use of a public place during and after trading hours; and
 - vii. Do not cause visual obstruction, or prejudicially affect public safety or the amenity of the area.

5. Consumption of Alcohol

- a. The consumption of alcohol is permitted within approved delineated outdoor eating areas, provided that the permit holder has obtained an appropriate approval from the Shire of Quairading and the Department of Racing, Gaming and Liquor (DRGL).
- b. The permit holder must ensure ongoing compliance with permit conditions, DRGL requirements, and effectively control noise and antisocial behaviour.
- c. Where alcohol is to be served in an approved outdoor eating area, it would be the Shire's preference that it is served ancillary to food.

6. Electrical or Gas Installations

- a. The permit holder must provide adequate, clear and well distributed lighting to ensure the safety and amenity of both patrons and the public after sunset.
- b. All electrical wiring connected to lights, devices or appliances situated in or about the Outdoor Eating Area, unless approved by the Shire, will not be placed:
 - i. On or under the Outdoor Eating Area;
 - ii. Above any part of a public place so as to interfere or obstruct the passage of vehicles or pedestrians; or
 - iii. In any manner or in any place which may be prejudicial to safety.
- c. All installations must:
 - i. Comply with relevant approvals and requirements from the Shire, respective utilities and Australian Standards;
 - ii. Be regularly serviced and maintained;
 - iii. Be located such that they do not pose a safety or fire hazard; and
 - iv. In the case of portable appliances, be stable and removed when the outdoor eating area is not in use.
- d. The permit holder is to ensure that their Public Liability Insurance covers the use of such appliances in the outdoor eating area.

7. Public Liability Insurance

- a. All permits issued will be conditional upon the permit holder maintaining continuously acceptable public liability cover. The Certificate of Currency for Public Liability Insurance cover is to be not less than \$20 million, and be from a reputable Insurance Underwriter acceptable to the Chief Executive Officer. The proprietor must submit a copy of the annually renewed public liability. In the case that the liability lapses, the tables and chairs must be removed from Council property immediately. In addition, the applicant must:
 - i. Declare to the local government, in writing that they will provide and maintain the required public liability insurance protection;
 - ii. Take out a public liability insurance policy in the name of the permit holder for a minimum value of \$20 million dollars, or any greater amount as considered appropriate by the Council's Officers or Insurance Company, subject to the specific level of risk and liability involved with the outdoor eating area; and
 - iii. On the request of an authorised person, provide a certificate of currency for the required insurance policy.
- b. The permit holder is required to indemnify the Shire and its employees, agents or contractors against all actions, suits, claims, damages, losses and expenses made against or incurred by the Shire arising from any activity, action or thing performed or erected in accordance with the permit, and to maintain current Public Liability Insurance for the duration of the permit.

8. Sanitary Provisions

- a. Sanitary facilities (including provision of unisex disabled facilities) must comply with the Building Code of Australia (BCA) Table F2.3 and Table F2.4, and the design of disabled facilities must be in accordance with Australian Standard 1428.1 - 2001. As the approval of an outdoor eating area permit may increase the total patronage of a premises, sanitary provisions may need to be reviewed, or a limit may be placed on the total number of chairs located in the premises both internally and in the

outdoor eating area.

- b. Where it is identified that additional toilet facilities will need to be installed to achieve compliance with the BCA requirements, a Building Licence Application must be lodged with the Shire for assessment.
- c. BCA requirements cannot be applied retrospectively. This condition will not impact on premises holding an existing licence at the time this policy is approved, until such time the premises reviews the number of tables and chairs they are currently approved for.

9. Advertising Signage

- a. All advertising signage to be displayed in accordance with the Activities in Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2016. Advertising signage cannot be approved as a part of an outdoor eating area permit application. A separate application must be completed.

10. Smoking

- a. In accordance with the Tobacco Product Control Act 2006, smoking in Outdoor Eating Areas is not permitted, with the exception of licensed
- b. premises that may allocate a 'smoking zone' for the premises. The total area of all the smoking zones for the premises must not exceed 50% of the total area of all the outdoor eating areas.
- c. Unless it is deemed unreasonable for the permit holder/occupier to have been aware, that a 'person' was smoking in an outdoor eating area, then the permit holder/occupier is considered to be jointly responsible and commits an offence under the Act.
- d. Permit holders/occupiers will take every reasonable precaution to ensure that patrons do not smoke within the approved outdoor eating area, including through:
 - i. Display of clearly visible 'no smoking' signage/stickers on all tables within the outdoor eating area;
 - ii. Ensuring ash trays are not located within the outdoor eating area; and
 - iii. Staff members asking people smoking within the outdoor eating area to immediately extinguish his/her cigarette and dispose of the cigarette lawfully.

11. Permits

- a. A permit will only be issued for an outdoor eating area, when:
 - i. The applicant has submitted the prescribed form, detailed plans,
 - ii. Any additional information that may be relevant to the application;
 - iii. The prescribed application fee; and
 - iv. The Shire is satisfied that the application complies with the Shire of Activities in Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2016, and the Policy relating to Outdoor Eating Areas, and other relevant legislative requirements as deemed necessary.
- b. The Shire may impose conditions on a permit which relate to the outdoor eating area. Failure to comply with the conditions will result in the Shire taking action in accordance with the relevant enforcement procedures.
- c. A permit may be transferred to a new permit holder, subject to the applicant submitting the prescribed form, fee, a copy of the Public Liability Insurance cover and any other relevant information requested by Shire.
- d. If a permit holder wants to alter conditions of an existing, renewed or transferred permit, a new application must be submitted to the Shire with the prescribed application fee.

- e. A permit for an outdoor eating area will be valid from 1 July to 30 June each financial year.
- f. A permit must be renewed by the permit holder once every five years. The prescribed form, required information and prescribed fee must be submitted to the Shire for consideration.
- g. The Shire reserves the right to refuse the renewal or the transfer of an Outdoor Eating Area Permit. Such refusal is subject to the normal appeal rights to the Council and/or the State Administrative Tribunal (whichever is applicable).

12. Enforcement

- a. Compliance with the Activities in Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2016 will be enforced by the Shire.
- b. Routine inspections will be undertaken of outdoor eating areas to determine compliance with the Local Law, Policy, and conditions of an outdoor eating area permit.
- c. Should non-compliance be identified, the Authorised Officer may implement and/or recommend any of the following enforcement provisions:
 - i. Issue a written caution;
 - ii. Issue an infringement notice;
 - iii. Impound furniture or other structures;
 - iv. Cancel the permit;
 - v. Issue a notice requiring remedial action or works to remedy a breach of any provision of a permit; or
 - vi. Initiate prosecution proceedings in the Magistrates Court.

13. Cancellation of a Permit


The Chief Executive Officer will determine whether an Outdoor Eating Area Permit is to be cancelled. The following process is to be followed in the cancellation of a permit.

PROCESS	COMMENT
1. Verbal Warnings	A verbal warning is used for less serious offences when there is no evidence or need for stronger enforcement actions.
2. Written Warnings	A written warning is used when there is evidence that an offence has occurred but the evidence is not strong enough to use as the basis of an infringement.
3. Infringements Issued	An infringement is issued when there is clear evidence of an offence being committed.
4. Written Report to Chief Executive Officer	After three infringements a written report is to be provided to the Chief Executive Officer outlining the following; <ul style="list-style-type: none"> • Full details of all actions to date including dates, issues of noncompliance and actions taken, and • Any other information relevant to the decision making process.

5. Determination	The Chief Executive Officer will make a determination under Delegated Authority based on the information contained within the report.
6. Advise Council	The Chief Executive Officer will advise Council of the action taken via the Delegated Authority Report at the next Council Meeting.
7. Advice to Permit Holder	As soon as practicable after a decision has been made to cancel a Permit, the Permit holder will be notified in writing of the cancellation and the reasons for the decision. The Permit holder will also be advised of their right under Part 9 Division 1 of the Local Government Act 1995 to object and apply for review of the decision.

STATUTORY ENVIRONMENT

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Nicole Gibbs	26/05/22	183-21/22	New Policy	May 24	

SECTION 6 - ENVIRONMENT

TOWN TREESCAPE POLICY**PURPOSE**

Trees provide environmental, health and amenity benefits in relation to solar screening, microclimate, carbon absorption, bird and animal habitat, air quality and visual attractiveness.

Due to these benefits, trees can also enhance the monetary value of individual properties and the enjoyment of residing in a green, leafy neighbourhood.

It is a concern for the Shire that some trees and shrubs can pose problems to local infrastructure. This becomes an issue if individual species are not chosen correctly or if they are planting in an unsuitable position. This policy outlines ways to rectify problems associated with these situations. The policy also outlines ways to maintain environmental integrity throughout the Shire by using offset areas to maintain and increase tree and shrub populations in the event of tree and shrub removal.

OBJECTIVE

The objectives of this local Policy are to:

- a. Encourage the Shire Works & Services staff and landholders to seek out best practices for tree management within the town sites.
- b. Encourage off-set planting to be completed through appropriate measures.
- c. To comply with government legislation including the *Environmental Protection Act 1986* and the *Environmental Protection (Clearing of Native Vegetation) Regulations 2004*.

DEFINITIONS**Road Reserve**

The road reserve includes the road surface (including shoulders and drainage treatments) remnant vegetation up to an adjacent property's fence line.

Landholders

The holder or proprietor of land.

Environmentally Sensitive Area

There are a number of areas around Western Australia of environmental significance. These locations are generally areas where the vegetation has high conservation value and cannot be cleared. These areas are referred to as environmentally sensitive areas (ESAs), and are declared under section 51B of the EP Act and described in the Environmental Protection (Environmentally Sensitive Areas) Notice 2005. Section 51B of the EP Act allows the Minister to declare environmentally sensitive areas.

No such areas have been identified within the Road Reserves in the Quairading town site. However, the Shire acknowledges the presence of *Jacksonia Quairading* and *Banksia Cuneata* within the Quairading town site, in the borefield and old rifle range area.

POLICY

This policy applies to the Quairading town site. The Policy differentiates between existing remnant vegetation and species planted by the Council or Community Groups throughout the town for aesthetic purposes.

GUIDELINES

Environmental Protection Act 1986

Environmental Protection (Clearing of Native Vegetation) Regulations 2004

Annexure A – Procedures.

STATUTORY ENVIRONMENT

Environmental Protection Act 1986

Environmental Protection (Clearing of Native Vegetation) Regulations 2004

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	25/11/10	100-10/11	New Policy		
02	Graeme Fardon Allan Rourke	20/12/18	115-18/19	<i>Policy Review Project 5/12/2018</i>		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review - Minor Amendment	Dec 2022	
04	Nicole Gibbs Sarah Caporn	15/12/22	143-22/23	Biennial Policy Review - Minor Amendment	Dec 2024	

ANNEXURE A

1. General Clearing Responsibilities for Council Employees

The Shire conducts tree removal or pruning in a reactive manner. The Shire is to provide direct resources for this activity to those trees that present a high risk to the community and infrastructure.

1.1 Clearing to maintain existing cleared areas around a building, fence line, fire risk reduction area for a building, vehicle or walking track and/or footpath

Item 15 of Regulation 5 of the *Environmental Protection (Clearing of Native Vegetation) Regulations 2004* provides an exemption for clearing to maintain existing cleared areas around infrastructure for the following purposes, provided that the land was lawfully cleared within the 10 years immediately prior and the clearing is to the extent previously lawfully cleared for that purpose: around a building or structure for the use of the building or structure; for a fire risk reduction area for a building; to maintain an area along a fence line to provide access to construct or maintain the fence; or to maintain a vehicle or walking track.

This exemption also applies to clearing of land that was previously lawfully cleared (possibly in excess of 10 years prior) for the following purposes, provided that the clearing does not exceed the extent specified for that purpose:

- a. Around a building or structure for the use of the building or structure - maximum of 20 metres;
- b. For a fire risk reduction area for a building - maximum of 20 metres;
- c. To maintain an area along a fence line to provide access to construct/maintain the fence - maximum of 5 metres; or
- d. To maintain a vehicle or walking track - maximum of 5 metres.
- e. This exemption applies to the owner or occupier of the land on which the clearing is to take place. This exemption does not apply in environmentally sensitive areas (ESAs).

1.2 Clearing on a Public Roadside Facility

Exemptions to the clearing regulations exist for clearing for maintenance in existing transport corridors (being a stretch of road, whether public or private, or railway). Item 22 of regulation 5 (and schedule 2) enables local government to clear vegetation for the maintenance of an area that is a public roadside facility, provided that the clearing is to the extent necessary to maintain (but not extend) the intended use of the area. Any extension, widening, upgrading or realignment of road or railway infrastructure that requires the clearing of native vegetation is considered to be new works. New works are not covered under this exemption and will require a clearing permit.

2. Existing Remnant Vegetation

Plants grown on public roadsides that have existed for more than 10 years require a clearing permit prior to their removal except in the occurrence that they are being removed to maintain an existing walking track or pathway.

5.1 Existing Trees

Where a request for tree removal or pruning relates to the potential for injury to any person or damage to property, a suitably qualified staff member will assess the risk associated with the pruning or tree removal.

The Shire may consider the following, when determining if the above action is appropriate:

- a. Whether the tree has significant amenity or aesthetic value or the significance of the tree(s) within the local area and regional landscape.
- b. Whether the tree(s) provides habitat.
- c. Whether the tree species is known to be an environmental weed as declared by the Department of Agriculture and Food WA.
- d. Whether the tree(s) obstructs reasonable solar access to windows, openings of a building, solar appliances, clothes drying, and outdoor living areas.
- e. Whether the tree is within five (5) metres of an approved building or structure.
- f. Whether the tree is within one (1) metre of a sealed driveway.
- g. Whether the tree (native or amenity) no longer fills its original purpose

5.2 Refusal of Requests

The Shire may/can refuse requests for removal or pruning of trees, if at the time of the inspection, the tree:

- a. Is in a healthy and stable state, and
- b. Does not interfere with overhead or underground services, and
- c. Does not affect the sight lines of motorists or pedestrians, and
- d. Is not causing damage to private or public property, and
- e. Is not risking public safety, and
- f. Is not likely to cause any of the above in the foreseeable future.

5.3 Termites/Bees/Pests

The Shire of Quairading undertakes the eradication of termites/bees/pests in tree(s) or tree stumps or any timber on Council road reserves and public reserves. It is the responsibility of the property owner to undertake any eradication activities on their land and protect all buildings from termite attack by installation and maintenance of recommended methods of control in accordance with Australian Standard 3660-1993 'Protection of Building for Subterranean Termites'.

5.4 Unique Environmental Values

To determine whether the clearing site has unique environmental values, the site must be assessed as to whether it contains:

- a. Ecosystems and their constituent parts including people and communities; and
- b. All natural and physical resources; and

- c. Those qualities and characteristics of locations, places and areas, however large or small, that contribute to their biological diversity and integrity, intrinsic or attributed scientific value or interest, amenity, harmony and sense of community; and
- d. Cultural heritage values for any community members.

3. Species planted by the shire or community groups throughout town for aesthetic purposes

Plants grown on public roadsides within 10 years are able to be removed without a clearing permit.

6.1 New Trees

The Shire does not encourage the planting of trees within road reserves or in public reserves by anyone other than Shire staff or its contractors due to the potential for liability. The Shire is responsible for the selection, planting and maintenance of any new trees planted. Selection of the tree / shrub types may be on the grounds of suitability to minimise the impact on the immediate locality and infrastructure.

4. Locating Suitable Offset Areas

The offset area must demonstrate that the proposed clearing site and the proposed offset area are ecologically equivalent. Ecological equivalence includes values associated with the following factors:

An offset area must:

- a. Be of the same broad vegetation group.
- b. Be a strategic position in landscape.
- c. Be the same or similar in landform and soil type/s as found within the site to be cleared.
- d. Be able to support the same or similar native vegetation associations/s as that present within the site to be cleared.
- e. Likely to be successfully recreated as the habitats that are to be lost through clearing
- f. Contribute to species diversity.
- g. Match landscape context attributes - patch size, connectivity, context.

Offset areas must be planted in a 2:1 ratio from that vegetation that has been removed and/or cleared.

Suggested offset planting locations include: -

- a. Reserve 36774 – (Area bounded by Parker Street, Ashton Street, Harris Street and MacDonald Street)
- b. Reserve 16735 – Quairading Landfill Site
- c. Reserve 14179 – Gravel Reserve, Cunderdin Road
- d. Reserve 21459 – Borefield Reserve

The off-set areas will need to be monitored at 6-monthly intervals for 3 years to ensure establishment of the new sites.

There is also an opportunity to expand to the offset areas through 'contributing offsets' which may include additions such as fencing, security, removing threatening processes and associated community education to the offset area.

RURAL ROADSIDE TREE PLANTING POLICY

PURPOSE

The purpose of this Policy is to outline the Shire’s expectations in relation to rural roadside tree planting within the road reserve.

OBJECTIVE

To ensure appropriate management of road reserves with regard to the planting of verge Trees.

POLICY

Council supports the planting of suitable species of trees/shrubs along rural road reserves, in accordance with the below guidelines.


GUIDELINES

Annexure A – Tree Planting

- a. The Shire encourages the planting of trees native to Western Australia, throughout the Shire.
- b. Any vegetation proposed to be planted on a road reserve with a constructed gravel road is to be planted at least five metres back from the edge of the road.
- c. Any vegetation proposed to be planted on a road reserve with a sealed road by an adjoining landowner is to be referred to Council for consideration.

STATUTORY ENVIRONMENT

Local Government Act 1995

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	25/09/97	106-97/98	New Policy		
02	Graeme Fardon Allan Rourke	27/09/18	41-18/19	Policy Review Project – 5/09/2018		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review – Minor Amendment	Dec 2022	
04	Sarah Caporn	15/12/22	143-22/23	Biennial Review – Minor Amendment	Dec 2024	

URBAN AND RURAL STREET ADDRESSING POLICY

PURPOSE

To ensure the correct street addressing and clear identification of all properties within the Shire of Quairading and to outline the process and procedure of numbering and renumbering properties within the Shire of Quairading.

OBJECTIVE

The purpose of this Policy is to provide a transparent process for Shire of Quairading employees as well as the Quairading community to follow with regards to numbering a property, or requesting a property number to be changed. This Policy ensures that we are compliant with the *Local Government Act 1995*, Landgate addressing requirements and Australian/New Zealand Standard AS/NZS: 4819 20011 'Geographic information – Rural and Urban addressing'.

POLICY

The Shire of Quairading is responsible for assigning a street number to all land throughout its municipal district to ensure unambiguous and easy identification of each lot.

That number, when used in conjunction with the other address components such as the road name and locality, needs to uniquely and clearly identify each address site and enable it to be easily located.

The address number is crucial in enabling an address site to be readily locatable by emergency service responders and service delivery providers.

Addresses are assigned using a lodged survey plan supplied to the Shire by Landgate. The addresses assigned by the Shire are shared with Landgate. This ensures Certificate of Title issued by Landgate contain the addresses assigned by Council.

In exceptional circumstances, the Shire may from time to time assign a new street number to a lot instead of what was previously assigned, including all lots in a street whether previously numbered or not.

Urban Street Addressing

1. Allocation of Street Address
 - a. The main pedestrian access from a road to a building/dwelling (i.e., the front door) determines the correct street address.
 - b. Each individual lot shall be allocated a street number prior to occupation and as early as practicable in the subdivision and development process. An address number may also be assigned to utility sites and reserves.
 - c. A street number will be allocated dependent to where the main access point (driveway), letterbox and front door of the property are located.
 - d. Street numbering shall be sequential, ranging from lowest to highest from the main access point of the road.
 - e. The use of a building name as a street address is not permitted.
2. Identification of Street Address

In accordance with the Landgate guidelines and to meet the requirements of Emergency Service responders and other service providers, properties must:

- a. Have the front door or access to a property clearly identifiable and not obstructed by a garage door or other barrier.
- b. The owner or occupier of the subject property is to paint or affix and maintain the current number on a conspicuous and visible place on the front of a building on the property or on the fence, wall, or letterbox adjacent to the road fronting the property within 14 days after the property is first occupied. Numbers are to be clearly displayed and visible and legible from the road.
- c. The house number should be displayed on the letterbox. Letterbox requirements are as follows:
 - i. Must be located at the front boundary access to the property. It must be close to the main access point.
 - ii. The minimum dimensions for each number on a residential letterbox are 75 millimetres high.
 - iii. The minimum dimensions for each number on a non-residential property are 150 millimetres high.

3. Street Addressing for Subdivisions and Developments

The start point for street addressing is to commence from the start point of the subject road. The following methods are to be used to determine the start point:

- a. For roads between two other roads, the start point is to be at the intersection of the road of higher order, in relation to road hierarchy; and
- b. For roads of equal order, the start point is the closest to the General Post Office (GPO) Perth; and
- c. The start point for cul-de-sac is the entrance to the road.

4. Street Addressing Patterns

- a. Street addresses will be consecutive and where a street address has been allocated to a property, then that address must be used.
- b. Odd and even numbers cannot be used on the same side of a road.
- c. Odd numbers will generally be allocated to the left-hand side of a road, and even numbers to the right-hand side, commencing from the start point of the road.
- d. Every lot will be allocated a street address, including reserves, schools, public utilities, drainage reserves and the like. Usually, one street address will be allocated per lot, but if foreseen by the Shire and where possible, additional numbers will be set aside to allow for the development potential of the subject lot.
- e. Where a lot has two road frontages and the orientation of the dwelling/building has not yet been determined, then the subject property will be allocated a street address for both roads where possible. In accordance with the Australian/New Zealand Standard AS/NZS: 4819 20011, upon completion of the development, a primary address in one frontage shall be allocated. The unused number will be reserved in case of future use.
- f. All street addresses will be sequential, ranging from the lowest to the highest, for example 1, 1A, 2, 2A, 3, 4, 5, 6, 7 and so on.
- g. If a new subdivision is being developed in stages and the first stage occurs in the middle portion of what will eventually be a continuous road of dwellings or buildings, an estimate will be made of the total number of lots likely to be created along the entire road. This will be aligned with the Residential Design Code provisions for density, and lot frontage widths for properties.

- h. Street addresses for subdivisions, amalgamations, survey strata and strata subdivisions will be allocated at the clearance/endorsement of documentation stage. In the case of amalgamations, the Shire of Quairading reserves the right to retain any street addresses not used, as it deems appropriate.
- i. Single houses and grouped dwellings may be required to share a street number.
- j. If a property containing a retained existing dwelling/building is redeveloped with an additional dwelling/building at the rear and there is only one street number available, the existing dwelling/building will retain the original street number and the new dwelling/buildings will be allocated a suffix to the property street address in accordance with Clause 4.I below.
- k. If an existing lot is developed and split adjacent to the road into two or more separate lots with direct road frontage, the following provisions will be applied:
 - i. where available, whole street numbers will be allocated, and the allocated property numbers will follow the current street numbering pattern; or
 - ii. where there is only one street number available, the lot closest to the road starting point will retain the original street number and thereafter numbers with suffixes will run sequentially from that point.
- l. Where there is only one street number available, developments will be allocated suffixes, for example 1A, 1B, 1C and 1D. Where more than four (4) suffixes are required, they will be allocated with a numeric prefix, for example 1/17, 2/17, 3/17 and so on.
- m. Where there is a mixed-use development (as per the Residential Design Codes of Western Australia), standard street address rules apply.

Rural Road Numbering

Rural Road Numbering is the style of property addressing used for rural and semi-rural areas in Western Australia.

This numbering style was introduced to aid emergency services when responding to time-critical situations and service providers in locating rural and semi-rural properties more easily and efficiently. Residents are encouraged to apply for a rural road number if you own a rural property that is currently still using a lot number for addressing i.e. Lot 100 Rural Street.

Rural Road Numbering is a logically established method of numbering a property containing one or more habitable dwellings based on the distance from the start of a road, and usually a Rural Road Numbering plate is erected at the intersection of another road.

Allocation of a Rural Road Number

Allocation of a rural road number is carried out in a logical sequence and in accordance with Australian/New Zealand Standard AS/NZS: 4819 20011 'Geographic information – Rural and Urban addressing'. The number is based on a distance from a starting point, usually a road intersection to the property entrance, with odd numbers on the left hand side and even numbers on the right hand side.

The number is equal to the number of metres along the road the property is located and divided by ten. As an example, if a property is 3270 meters from the beginning of the road then your RSA plate will display 327.

Properties that have two entries to separate buildings will be allocated a separate address. This is to ensure that Emergency Service can locate you as quickly as possible. One number may have been allocated for the homestead and another for the shearing shed if they are accessed separately.

Location of a Rural Road Numbering plate

A Rural Road Numbering plate must be mounted at the beginning of a relevant driveway of a rural property. The plate can be mounted by star picket, strainer box post or any other fixture, as long as the number can be clearly seen from the side of the road in either direction. If a property has more than 1 entrance, each entrance can have an individual Rural Road Numbering plate assigned.

Applying for a Rural Road Number

To apply for a Rural Road Number, the property owner can submit a written request to the Shire's Chief Executive Officer by email (shire@quairading.wa.gov.au) or post (i.e. PO Box 38, Quairading WA 6383). Only the property owner can apply for a rural road number.

Request to change a Rural Road Number or Urban Street Address

The Shire accepts change of property address applications in writing (with reasons) addressed to the Shire's Chief Executive Officer via email (shire@quairading.wa.gov.au) or post (i.e. PO Box 38, Quairading WA 6383), however, it must be noted the Shire will only consider changing a property address if there is a valid reason for the request, such as:

- a. Problems with mail or service delivery;
- b. Difficulties locating a property;
- c. If the main access point for an urban property located on a street corner is located on the opposite street frontage to the address currently in use.

Should a change of property address application be successful, the resident can't choose the number allocated to their property. The numbering must still adhere to the numbering standards.

The Shire will not consider changing a property address for the following reasons:

- a. The number is considered "unlucky";
- b. Religious reasons;
- c. To improve the "feng shui" of the property;
- d. Personal preferences;
- e. The number is not good for business;
- f. The property is difficult to sell; or
- g. The number/address "devalues" the property.

An unused street number which has been set aside for a corner lot will not be re-allocated to the adjoining other property as this number may be required for future purposes.

Council will only consider re-allocating other unused street numbers if the adjacent property cannot be further developed.

If an owner requests a change of address and it is accepted, the Shire will notify Landgate, Australia Post, all key essential service providers (i.e. Water Corporation, Western Power, Telstra etc.), the State and Federal Electoral Commissions, the Police, St John Ambulance and the Department of Fire and Emergency Services to update their property information records.

Any costs associated with a change of street address remain the responsibility of the property owner. This may include:

- a. The replacement and/or relocation of letterboxes;
- b. Cost of new numbers;
- c. Alteration to numbers on buildings;
- d. Replacing/removing painted kerb side numbers; and/or
- e. Notifications to other Government agencies, business and personal contacts.

Costs regarded as consequential will not be covered by the Shire. The Shire excludes any claim for consequential or special losses or any indirect loss to the extent permitted by Law, arising out of any act or omission by or on behalf of the Shire in relation to the addressing of any property. Such damages, losses or costs include, but are not limited to, loss of profits, interest, income, market or utility.


GUIDELINES

Landgate Property Street Addressing Guidelines

STATUTORY ENVIRONMENT

Local Government Act 1995

Australian/New Zealand Standard AS/NZS: 4819 20011 'Geographic information – Rural and Urban addressing'.

Record of Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Nicole Gibbs	30/06/22	200 - 21/22	New Policy	Aug 24	

URBAN CROSSOVER POLICY

PURPOSE

To provide appropriate standard for the construction of crossovers in the Shire of Quairading and to ensure the correct allocation of crossover subsidies as per schedule 9.1 (7) of the *Local Government Act 1995*.

OBJECTIVE

- a. To provide design criteria that is uniform and practical;
- b. To provide safe access for vehicle and pedestrian traffic with minimal impact to road infrastructure assets and streetscape aesthetics;
- c. To ensure best practice for storm water management;
- d. To outline compliance requirements for subsidy eligibility.

POLICY

- a. All new crossovers are to be constructed in accordance with the Shire of Quairading specifications for crossovers (Annexure A).
- b. Council will subsidise: -
 - i. One (1) standard crossover per single lot.
 - ii. One (1) standard crossover for each individually titled lots.
 - iii. A subsidy may be provided for the reconstruction of bituminous crossovers in concrete or brick paving, subject to the works complying with the Shire's specifications.
 - iv. A further subsidy will not be payable where Council has previously subsidised one (1) standard concrete or brick paved crossover to a single residential property or if Council has previously subsidised one (1) standard concrete or brick paved crossovers for each individually titled lots.
 - v. Maintenance of Crossovers is the responsibility of the landowner.

GUIDELINES


Legislation – Schedule 9.1 (7) of the *Local Government Act 1995*

Annexure A – Specifications for Crossovers.

STATUTORY ENVIRONMENT

Local Government Act 1995 Section 9.1 (7)

Local Government (Uniform Local Provisions) Regulations 1996, Regulation 15

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	25/06/09	333-08/09	New Policy		
02	Graeme Fardon Allan Rourke	27/09/18	41-18/19	Policy Review Project – 5/09/2018		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review – Minor Amendment	Dec 22	
04	Nicole Gibbs Sarah Caporn	15/12/22	143-22/23	Biennial Policy Review – Minor Amendment	Dec 24	

ANNEXURE A – SPECIFICATION FOR CROSSOVERS

The crossover can be constructed using the following types of materials: -

- a. Concrete
- b. Bitumen
- c. Brick paving

The following conditions are required to be followed for the construction of a crossover using one of the three different materials -

Concrete

- a. Must be 100mm thick minimum
- b. Compacted sub grade of sand/similar, minus any rubbish or organic matter
- c. Must have non slip/brushed finish.

Bitumen

- a. Compacted sub grade of sand/similar, minus any rubbish or organic matter
- b. 150mm compacted gravel, limestone or road base
- c. Gravel to be primed with bituminous primer (7mm blue metal)
- d. Minimum 25mm asphalt
- e. Sealed crossover to be bordered by either brick paving or concrete kerbing.

Brick paving

- a. Compacted sub grade of sand/similar, minus any rubbish or organic matter
- b. Pavers to be laid in either 90 or 45-degree herringbone pattern, with stretcher bond or soldier header course
- c. Must use trafficable pavers, minimum 50mm laid on 20mm sand bedding
- d. Edges of paving to have minimum 100mm wide haunch.

1. Levels

The final grade from the top of the kerb to the finished level at the boundary line should equal 2%. (e.g. 6m wide verge would require levels at boundary line to be 120mm above top of kerb). Where kerbing has been removed, crossover to be at top of kerb height (minimum) at 2.0m from edge of road pavement and have kerb wings placed or manufactured on site to protect integrity of kerb drain.

Under extreme circumstances, where it is believed this level cannot be followed, alternative levels need to be approved by Council, prior to works commencing.

2. Dimension

The minimum width of a residential crossover is 3.0 metres and the maximum width is 6.0 metres with 1.5 metre splayed sections at roads edge. The width at roads edge can be no longer than 9.0 metres.

Any variance to these dimensions is by Council approval only.

3. Costs for Construction

Costs for construction of first vehicle crossing to properties, are as set out in *Local Government (Uniform Local Provisions) Regulations 1996*, Regulation 15. Council's contribution will be one half of the cost of a standard crossing (as estimated by Council).

4. Total Cost of Construction – Additional Crossover

The total cost of construction of a second or any subsequent vehicle crossing is to be borne by the landholder.

5. Crossing Repairs

Crossing repairs may be executed by Council and costs charged at full cost to the landholder.

6. Subsidy for Residential Crossovers Upgrade

A subsidy of \$300 is offered for existing residential crossovers when upgrading crossovers from gravel or earth to bitumen, concrete or brick paving, subject to it being the first crossover upgraded and that it is constructed to Council's specification.

VERGE IMPROVEMENT POLICY

PURPOSE

This Policy outlines the Shire of Quairading’s scope of activities in the road verge and clarifies the property owner’s requirements regarding improvements and maintenance of this public land.

Any person who wishes to carry out any works on the verge shall do so in accordance with this policy, guidelines and specifications.

OBJECTIVE

Residents are encouraged to maintain the verge area, directly in front of their property, to contribute to the community’s amenity. In most instances, this may include mowing of lawn grass and maintenance of their driveway crossing.

POLICY

The Shire supports the efforts of residents and property owners within the Shire designated townsites to develop and maintain verges that contribute to the aesthetic presentation of streetscapes and a sustainable quality environment for the community, in accordance with the guidelines detailed below.

Council will only undertake works on the verge to ensure public safety, make capital improvements (e.g. install pathway) or undertake maintenance of the Council drainage system (excluding roof water lines).

All verge treatments are to be in accordance with Council’s local laws. Works can only be undertaken after approval by Chief Executive Officer.

GUIDELINES


To be read in conjunction with the Shire’s *Activities in Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2016*.

Annexure A – Verge Treatment & Maintenance

STATUTORY ENVIRONMENT

Local Government Act 1995

Activities in Thoroughfares and Trading in Thoroughfares And Public Places Local Law 2016

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	JA Martin	15/10/92	189/93	New Policy		
02	Graeme Fardon Allan Rourke	27/09/18	41-18/19	<i>Policy Review Project – 7/09/2018</i>		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 2022	
04	Nicole Gibbs Sarah Caporn	15/12/2022	143-22/23	Biennial Policy Review	Dec 2024	

Annexure A – Verge Treatment & Maintenance

It is a requirement under the *Local Government Act 1995* that permission is sought from a local government before any private works are undertaken on a public thoroughfare or local government land.

A written application to the Chief Executive Officer, supported by a sketch plan of their intention (where appropriate) is required to be submitted, and approved in writing before any modification using these materials commences.

When undertaking any modification on a verge area adjoining a property, the property owner must ensure these works comply with Shire of Quairading's *Activities in Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2016* and this Policy.

The following general conditions apply for verge improvements: -

1. The landholder accepts responsibility for removal or relocating the plants if required by any public utility.
2. The verge is maintained at a positive gradient up from the top of the kerb, to the frontage of the property abutting the carriageway.
3. The plants are kept clear of the roadway or any footpath where applicable.
4. The landscape scheme is to be of such a nature as not to create any undue hazard to road users or pedestrians.
5. No plants taller than one (1) metre in height are to be planted on verges at a road junction or intersection.
6. Reticulation sprinklers are not to spray water on a footpath or road, and watering is to be restricted to time where inconvenience to pedestrians, cyclists and motorists is at a minimum.
7. Any gravel is to be compacted so as not to allow loose material to be spread on to the road, footpath or neighbouring properties.
8. The landholder agrees to maintain the area so as not to cause a hazard.
9. Should the verge become a hazard, the ratepayer agrees to remove the treatment at their expense e.g. obscured sight distance.
10. The landholder agrees to indemnify Council against all claims which may arise as a result of the treatment.

SECTION 7 – WORK HEALTH & SAFETY

WORK HEALTH & SAFETY POLICY**PURPOSE**

The Shire of Quairading is committed to continuously improving the work health and safety standards within the workplace, its safety and health management systems and to reduce hazards and the risks of incidents in the workplace that may harm others.

OBJECTIVE

The Shire of Quairading is committed to managing work health and safety including the development and implementation of a Safety and Health Management System that complies with or exceeds legislative requirements including the Act, Regulations, Codes of Practice, Guidance Notes and Australian Standards.

The Shire aims to meet their objectives by:

- a. Providing and maintaining workplaces, plant, and systems of work such that, so far as is reasonably practicable, exposure to hazards is minimised;
- b. Providing such information, instruction, and training to, and supervision of, employees to enable them to perform their work so that hazards exposure is minimised;
- c. Consulting and cooperating with Safety and Health Representatives and other employees at the workplace regarding occupational safety and health issues;
- d. Providing employees with personal protective clothing and equipment to assist protect them against those hazards;
- e. Employees, including contractors, volunteers and work experience students are obligated to meet their duty of care by:
 - i. Taking care for his or her own safety and health and avoid adversely affecting the safety or health of any other person;
 - ii. Complying with safety and health instructions given by the employer, including the direction to wear personal protective clothing or equipment;
 - iii. Reporting and assisting in the control of hazards, accidents (injuries), incidents (near misses) and WHS breaches in the workplace. The procedure for reporting hazards, accidents, incidents and WHS breaches can be found at Annexure A.

A safe and efficient place of work is our goal, and we must all be committed to reach this outcome.

POLICY

The Shire of Quairading is to ensure that all levels of employees, including senior management, employees, contractors, volunteers and work experience students understand their roles and responsibilities in accordance with legislative requirements.

The Shire has a zero tolerance for breaches of safety and therefore any alleged breach of this policy by employees (including contractors) or Councillors will be dealt with in accordance with the *Local Government Act 1995*.

Employees breaching this policy may be performance managed up to and including termination of employment. Employees may also expose themselves to criminal or civil action.

GUIDELINES



Work Health and Safety Act 2020

Work Health and Safety (General) Regulations 2022

STATUTORY ENVIRONMENT

Work Health and Safety Act 2020

Work Health and Safety (General) Regulations 2022

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Graeme Fardon	30/03/16	159-15/16	Adopted		
02	Graeme Fardon	30/03/17	153-16/17	Adopted		
03	OHS Committee			Policy Review Project	Sept 2018	
04	A&R Committee	20/12/18	115-18/19	<i>Revised 12/12/2018</i>		
05	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 2022	
06	Nicole Gibbs	25/8/22	39-22/23	New WHS Act and Regulations	Aug 2024	
07	Nicole Gibbs	24/02/23	172-22/33	Required update due to findings from the WHS Safety Audit	Feb 2025	

ANNEXURE A

These procedures have been put in place to provide a transparent process for employees and Elected Members to follow to confidentially be able to report any breaches or concerns relating to Work Health & Safety in the workplace.

Open communication between workers and managers is important in ensuring a safe workplace. Therefore, workers are encouraged to:

- Raise WHS concerns and questions
- Make recommendations and provide feedback on WHS matters
- Become involved in evaluation of safety issues
- Participate in WHS related problem-solving processes.
- Report any breaches of Work Health & Safety

Work Health & Safety Consultation Procedures

Reporting Work Health & Safety concerns or breaches - Employees

In the first instance, the employee should approach a Work Health & Safety Representative or the Work Health & Safety Officer to report the issue. However, if the employee is not comfortable to discuss with the Work Health & Safety Representative or the Work Health & Safety Officer directly, they should report the issues to their supervisor or executive manager either verbally through an organised meeting or in writing.

If the employee is not comfortable to lodge the concern with their supervisor or the executive manager, they should lodge their report with the CEO.

If the employee is not comfortable to lodge the concern with their supervisor or the CEO, they should lodge their report with the Shire President.

Reporting Work Health & Safety concerns or breaches – Elected Members

If an Elected Member would like to report a WHS concern or breach, in the first instance, the Elected Member should approach the Shire President. The Shire President should, as soon as practicable, inform the CEO so appropriate action can be taken to rectify the issue.

If the Elected Member doesn't feel comfortable approaching the Shire President, the Elected Member can speak directly to the CEO either verbally through an organised meeting, or in writing.

Resolving of Work Health & Safety concerns or breaches

If a Work Health & Safety concern or breach is reported, it must be acted upon.

The purpose of any WHS risk assessment is to ensure that, for any identified hazards, appropriate control measures are implemented in order to protect workers, contractors and visitors from risks to their health, safety and welfare.

Control measures for WHS hazards should be implemented as required using the following hierarchy of control, in order of preference these measures relate to:

- Elimination (removal of the hazard)
- Substitution (substitute the hazard for something which is less hazardous e.g. replace a hazardous chemical with one that is not hazardous)
- Isolation (isolate the hazard from people e.g. place a noisy piece of equipment in another location)
- Engineering (e.g. guarding on machinery)
- Administrative (e.g. provision of training, policies and procedures, signage)
- Personal protective equipment (e.g. use of hearing, eye protection, high visibility vests)

All reports will be dealt with on a case-by-case basis. Wherever possible, WHS concerns should be resolved through consultation between workers, their representatives and/or their supervisor, however, if it can't be resolved, it will be brought to the Work Health & Safety committee meeting for consideration or discussed at executive level depending on the nature and sensitivity of the issue.

If reasonable efforts have been made to resolve an issue and it remains unresolved or if the employee or Elected Member is not satisfied with the process or outcome of their report, they can contact Worksafe (Department of Commerce) on 1300 307 877 or visit <https://www.commerce.wa.gov.au/worksafe/ask-question-or-make-complaint>.

Once the issue is resolved, the employee or Elected Member who initially reported the issue should be informed of the outcome as soon as practicable.

Privacy and confidentiality

Privacy and confidentiality must be strictly observed at all times during the Work Health & Safety consultation process. Information relating to the issue must only be passed on when in accordance with the *Privacy Act 1988* and where necessary to effectively deal with the issue.

VOLUNTARY SELF TESTING ALCOHOL POLICY

PURPOSE

To define the requirements for the voluntary self-assessment of Breath Alcohol Concentration (BAC) using an onsite portable Drager Alcotest 5510.

All workers and other persons at the workplace have a duty of care under the *Work Health and Safety Act 2020* not to wilfully place at risk the workplace health and safety of any person at the workplace and not to wilfully injure themselves. The use of the supplied self-testing device can assist the workers and other persons at a workplace to meet their obligation under the act in relation to BAC.

OBJECTIVE

The objective of this policy is to provide the tools, appropriate knowledge and skills and for the self-management of alcohol in the workplace. Meeting this object will:

- Minimise the risk to the individual, their colleagues, visitors and the public by encouraging individuals to utilise equipment and devices provided by Council to self-assess their fitness for work;
- Encourage persons who find themselves affected by alcohol to take the appropriate action so as to ensure there is a safe and healthy work environment for them and their workmates.

SCOPE

This Policy applies to all employees of Shire of Quairading, clients, contractors and visitors.

ROLES & RESPONSIBILITIES

Council understands that creating and maintaining a safe and healthy working environment is a major part of Council's overall responsibilities, and that all employees with management and supervisory responsibilities are accountable for the health and safety of employees and visitors in their respective work areas and managed facilities.

Managers and Supervisors are responsible for:

- Under workplace health and safety legislation, ensuring their own health and safety, the health and safety of employees and the health and safety of others in the workplace.
- Personally, demonstrating appropriate behaviour and promoting this Policy.
- Ensuring that employees are not under the influence of alcohol in the workplace.
- Ensuring that complaints of non-compliance received either informally or formally, are dealt with promptly.

The Chief Executive Officer and Executive Managers are responsible for ensuring that staff understand and adhere to this policy. The Chief Executive Officer has primary responsibility for dealing with complaints and ensuring that the process is followed.

Employees are to abide by the Policy and report to supervisors any breaches of this Policy.

DEFINITIONS

The following definitions are provided for the purposes of interpretation and application of the policy.

Council – Quairading Shire Council

BAC – Breath Alcohol Concentration

High Risk Work Activities – include but not limited to:

- High risk construction activities as defined in the Work Health and Safety Regulation 2011, Section 291
- High Risk Work Licence (Forklift; EWP; Crane; Dogging; Scaffolding)
- Confined space work
- Traffic control
- Explosive power tools
- Firearms
- Operation of a chainsaw
- Operation of wood chippers
- Operation of dingo/stump grinder
- Operation of vehicle loading crane
- Operation of a demolition or concrete saw
- Working with electricity or electrical components (240V or higher)
- Operation of RPA (Remotely Piloting Aircraft)

POLICY**1. Actions and Assessment Tools**

The maximum acceptable BAC level for Council workplaces is 0.049% (any reading equal to or greater than 0.05% is considered a positive result).

To increase the awareness of the effects of alcohol consumption and BAC levels, the Drager Alcotest 5510 will be available for staff to utilise for self-testing.

The alcotest is provided for voluntary self-assessment purposes only as a means for employees, contractors and visitors to self-assess their fitness for duty in relation to the BAC levels.

The alcotest may be used at any time by any person at any council site that has one available.

1.1 Drager Alcotest 5510

The Drager Alcotest 5510 is a portable unit which will allow staff, contractors and visitors access to highly accurate Australian Standard testing equipment that produces results that does not identify the individual. The device will be able to detect if there is a BAC reading above or below .05% and therefore will allow the donor to make an assessment on their fitness for duty. The Alcotest has been calibrated in accordance with the manufacturer's specification with calibration of the unit being undertaken every 6 months. Instructions for how to use the Alcotest are displayed on each unit and a copy of the testing outcomes flow chart will also be located with the unit.

2. How to use the Equipment & Testing Outcome Actions

The Alcotest that has been supplied by council to staff, visitors and contractors to assist by identifying their fitness for work must be used in conjunction with the manufacturer's instructions and recommendations.

2.1 Using the Alcotest

Where a worker, supervisor, manager, contractor or visitor intends to voluntarily self- test for BAC, it is strongly recommended that they do so immediately prior to their commencement of work. This allows the individual to take action on an outcome that produces a positive test (equal to or above 0.05%) before they commence or recommence work, so that neither the individual concerned, nor any other person is placed at risk. Council is responsible to ensure the unit is within calibration date.

You will need to re-test on the Council provided equipment before commencing your next shift to obtain a negative result.

The instructions on how to use the Alcotest 5510 device are located on the front of the case. Please refer to these manufacturer’s instructions to ensure an accurate result is obtained.

2.2 Recommended Actions for a Person who tests equal to or greater than 0.05%

Where an individual tests “positive” (i.e. equal to or greater than 0.05%) they should not commence work. They should wait at least 20 minutes and undertake a second test.

Where an individual’s second self-test shows that the person BAC levels exceeds the maximum prescribed BAC limited (equal to or greater than 0.05%), it is strongly advised, and they are obliged not to commence work – to do so is a breach of their obligation under the *Work Health and Safety Act 2020*.

The person is not required to inform their supervisor of the positive test but must inform their supervisor of the fact they are not attending work for their current shift due to not being “fit for work”.

If the test result is over the alcohol limit for the class of licence the person holds – they must not drive themselves home as per the Road Traffic Act 1974.

Licence or situation	Legal BAC
Open licence holders	Below 0.05%
Novice driver (novice driver has not held a driver’s licence for a total period of 2 or more years)	0.00%
You have been recently disqualified for certain alcohol or drug related offences.	0.00%
You are a holder of an Extraordinary Licence.	0.00%
You are an alcohol offender	0.00%

<p>You are a driver of a:</p> <ul style="list-style-type: none"> • Bus (vehicle equipped to seat more than 12 adults, including the driver). • Vehicle carrying passengers for hire and reward (Uber; Ola; Taxi, Small Charter Vehicle etc.). • Vehicle carrying dangerous goods. • Vehicle of or over 22.5t GCM 	<p>0.00%</p>
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If a Council employee requires transport home after they have informed their supervisor, they are not fit for work they have the option of:

- Requesting that their supervisor arrange their transport home; or
- Ringing a family member or friend to organise transport home.

The employee may apply for an appropriate form of leave to cover the duration of the absence due to being unfit for duty.

Where a contractor, consultant or visitor has voluntarily self-tested and has a BAC above the acceptable limit in accordance with this policy they should not commence work. The contractor or contractor’s supervisor will be responsible for organising transportation.

3. Facts & Tips for Managing Self-Testing Outcomes

Listed below are some facts to assist the individual with managing their own testing and outcomes:

- The Alcotest 5510 readings are considered to be accurate at the time of the test
- A person BAC can rise for 1 hour or more after their last drink;
- Voluntary self-testing results can only be seen by the individual & will not be recorded and will not become part of any disciplinary process.
- Although you are obliged under the Work Health and Safety Act 2011 to advise your supervisor if you obtain a positive reading (equal to or greater than 0.05%) you are not obliged to divulge the result detail.
- Under no circumstances can you drive yourself home if you record a positive alcohol result. Arrangements will need to be made by your supervisor or by yourself to ensure you are transported safely to your home or place of rest.
- If you record a reading below 0.05% you can still remain at work however you will be allocated duties that do not include high risk activities until your reading reaches 0.00%.
- People who would like information on alcohol or other drug related problems or would like to discuss such issues can talk confidentially to the Council’s Workplace Health & Safety Officer.

4. Leave Provisions

Should the employee be obliged to go home following a positive alcohol reading they may apply for an appropriate form of leave to cover the duration of the absence due to being unfit for duty.

This will depend on the terms of engagement the individual has with Council and may come in the form of:

- Annual Leave
- Time off in lieu
- Rostered day off
- Sick leave
- Leave without pay

GUIDELINES

Appendix 1 – Flowchart for Managing Self-Test Results

Work Health & Safety Act 2020

Work Health & Safety Regulation 2011

Road Traffic Act 1974 (WA)


Shire of Quairading Drug & Alcohol Policy

STATUTORY ENVIRONMENT

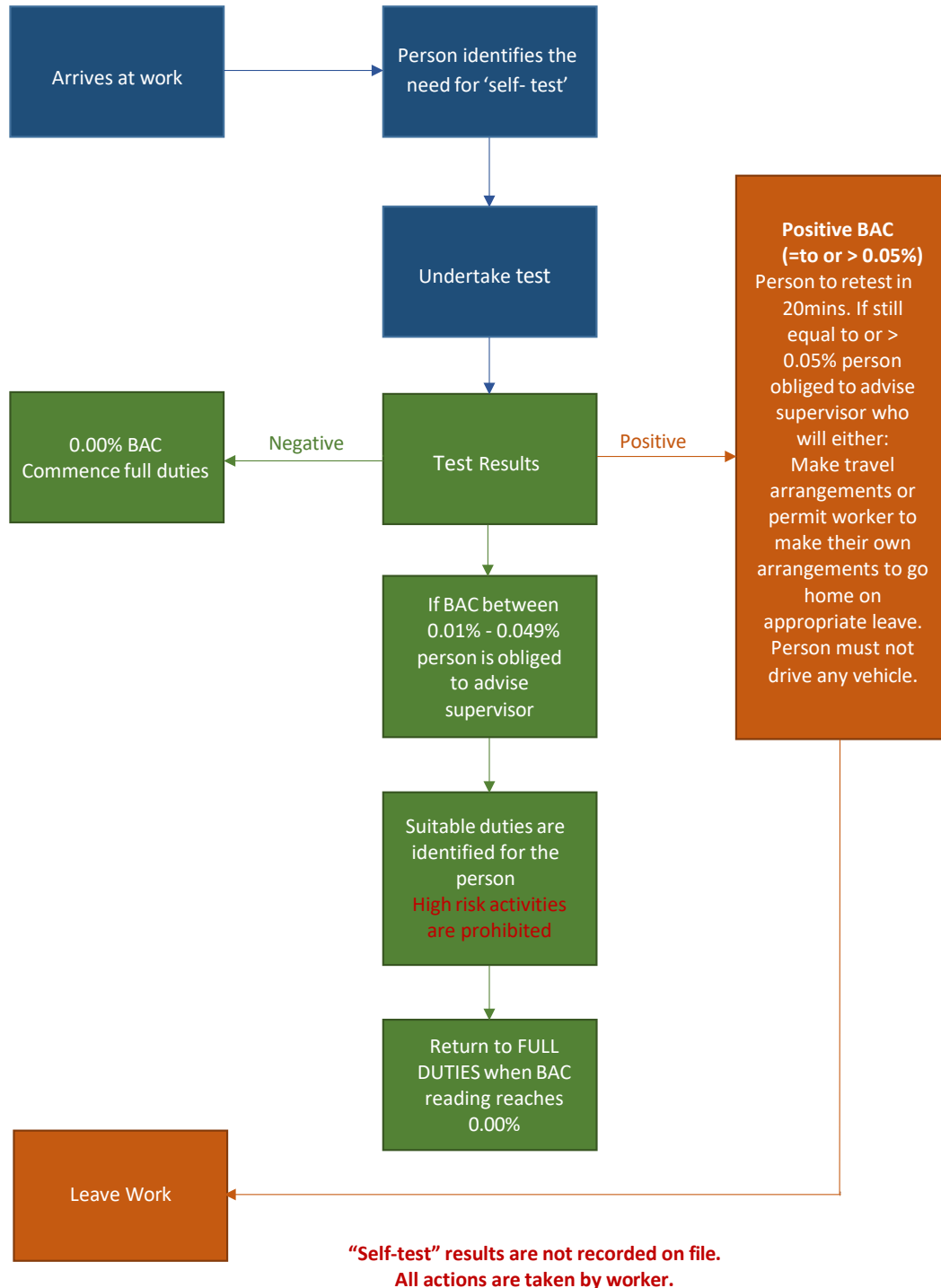
Work Health & Safety Act 2020

Work Health & Safety Regulation 2011

Road Traffic Act 1974 (WA)

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Next Review Date	CEO Signature
01	Nicole Gibbs	27/10/22	98 – 22/23	New Policy	Oct 2024	

APPENDIX 1 – FLOWCHART FOR MANAGING SELF-TEST RESULTS



DRUG & ALCOHOL POLICY & TESTING PROCEDURES

To view this policy, please click [here](#).

12.3 Shire of Quairading FY23/24 Community Grant Applications

Responsible Officer	Nicole Gibbs, Chief Executive Officer
Reporting Officer	Natalie Ness, Executive Manager Economic Development
Attachments	Nil
Voting Requirements	Simple Majority
Disclosure of Interest	Reporting Officer: Nil Responsible Officer: Nil

RESOLUTION: OCM 071-23/24

Moved: Cr JN Haythornthwaite

Seconded: Cr BR Cowcill

That Council notes the Officer Report on the status of FY23/24 Government of Western Australia Youth Engagement Grants Programs applied for by the Shire of Quairading.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

IN BRIEF

The Government of Western Australia Youth Engagement Grants Program offers a strategic tool for Local Governments to obtain additional funding for capacity building, supporting innovation and addressing community need in line with the Shire of Quairading *Strategic Community Plan 2021-2031*, for developing local youth programs, events and activities in line with the Council and community's vision.

This Report provides an update on the status of FY23/24 WA Youth Engagement Grants applied for by the Shire of Quairading.

MATTER FOR CONSIDERATION

That Council notes the Officer Report on the FY23/24 Government of Western Australia Youth Engagement Grants applied for by the Shire of Quairading.

BACKGROUND

The Government of Western Australia Youth Engagement Grants Program offers funding for Local Governments and community service organisations to implement projects that engage youth to help achieve positive outcomes for community members.

A number of youth engagement grant programs have been applied for in FY23/24 to develop fun and educational events for local youth including:

GRANT PROGRAM	GRANT AMOUNT \$
• WA Youth Engagement Grants Program (Jul to Oct 2023)	\$6,000.00
• International Day People with Disability (Dec 2023)	\$1,000.00
• Youth Week WA Grants Program (April 2024)	\$3,000.00

Event planning objectives include developing the confidence, knowledge and skills that our young youth of all cultures and diverse backgrounds can participate in, including a combination of community activities, sports and fun games.

STATUTORY ENVIRONMENT

Local Government Grants Act 1978

POLICY IMPLICATIONS

Community Grants Policy

Community Engagement Policy

Communication Policy

FINANCIAL IMPLICATIONS

Funding secured will assist with planning local youth events and activities for the FY23/24 Shire of Quairading Youth Development Program.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 1.1 Community:** Work collaboratively with local and regional service providers to engage the community as active citizens.
- 1.2 Community:** Provide social and cultural activities for all members of the community
- 1.4 Community:** Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience
- 2.2 Economy:** Build upon our “Take a Closer Look” brand with the development of an internal marketing strategy focusing on our community, events and facilities to increase our permanent and transient population
- 2.3 Economy:** Shire engages stakeholders and partners to help capture local economic development initiatives
- 2.4 Economy:** Encourage local workforce participation

- 3.2 Built Environment:** Parks, gardens and social spaces are safe and encourage active, engaged and healthy lifestyles
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 5.2 Governance & Leadership:** Forward planning and implementation of plans to determine Strategic Plan and service levels
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

CONSULTATION

Community consultation with the Quairading District High School, Quairading Police, local youth attending the Quairading Youth Centre, Quairading Community Resource Centre Staff and RAP Advisory Committee Members have been undertaken in relation to suitable grant programs to apply for to assist fund the FY23/24 Shire of Quairading Youth Development Program.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Nil.

RISK ASSESSMENT

	Option 1
Financial	Low <i>All grants received will contribute to the FY23/24 Shire of Quairading Youth & Recreation budget and will supplement the 2023/2024 Adopted Budget.</i>
Health	Low <i>Youth events and activities will be improved and actively support local youth development as outlined in the Shire of Quairading Strategic Community Plan 2021-2031.</i>
Reputation	Low <i>The Report provides transparency on the application of Government Grant Funding and provides information on Youth Engagement Grants applied for FY23/24.</i>
Operations	Low <i>Preparation and submission of the grant applications is undertaken within Council's existing Organisational Structure and resources.</i>


<p>Natural Environment</p>	<p>Low</p> <p><i>Youth events and activities will include programs focusing on preservation and improved efficiency and use of natural assets as outlined in the Shire of Quairading Strategic Community Plan 2021-2031.</i></p>
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	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine management	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine management	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine management	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost certain	MEDIUM Specific responsibility and treatment	MEDIUM Specific responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

COMMENT

NIL.

12.4 Email and Internet Policy

Responsible Officer	Nicole Gibbs, Chief Executive Officer
Reporting Officer	Marion Haeusler, Executive Officer
Attachments	1. Email and Internet Policy ↓ 
Voting Requirements	Simple Majority
Disclosure of Interest	Reporting Officer: Nil Responsible Officer: Nil

RESOLUTION: OCM 072-23/24

Moved: Cr JR Hippisley

Seconded: Cr E Cheang

That Council adopt the Email and Internet Policy.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

IN BRIEF

The Shire of Quairading provides its staff with access to information and communication facilities to enhance their ability to perform their work. In particular, access to email and the internet is provided to enable networking and access to worldwide information resources. With that access comes responsibility and accountability.

All users are required to comply with all legislation, regulations and policies applicable to the use of these devices. Like all Council assets and services, computers, email and the internet, should be used in an efficient, lawful and ethical manner, as per the Code of Conduct.

The Email and Internet Policy is tabled for Council consideration and adoption.

MATTER FOR CONSIDERATION

That Council adopt the Email and Internet Policy.

BACKGROUND

Computer use in the workplace is now a standard practice and, in the ordinary performance of their tasks, employees are required to make use of increasingly sophisticated communication tools. The use of email facilities, Facebook and other electronic media outlets and the internet has significantly broadened employee access to alternative written communication channels in addition to information contained on the World Wide Web.

Users have a responsibility to use email and internet in a professional, ethical and lawful manner. All users are to use email and internet access as they would any other type of official Council communication tool. This implies that when email and internet facilities are used, the users must ensure that high standards of business communication ethics are adhered to. Users should therefore carefully consider the intended audience, tone, formality and format for all their communications.

Abuse of email or internet facilities for non-business-related activities by employees may compromise the organisation and result in potentially enormous costs to Council. Examples of these costs would be excessive network bandwidth being utilised, lost productivity and potential exposure of the organisation to legal or other proceedings emanating from third parties as a result of inappropriate use of the facilities.

Access to the use of email and internet facilities is a privilege not a right. It can be withdrawn when the privilege is abused.

The Email and Internet Policy details Council's policy position on Internet and email use in the workplace, the respective procedures and the penalties for misuse of the technology.

STATUTORY ENVIRONMENT

Local Government (Rules of Conduct) Regulations 2007

Privacy Act 1988

POLICY IMPLICATIONS

Code of Conduct for Elected Members Committee Members and Candidates

Communication Policy

Digitisation Policy

Employee Code of Conduct

Execution of Documents Policy

Risk Management Policy

FINANCIAL IMPLICATIONS

Nil

ALIGNMENT WITH STRATEGIC PRIORITIES

- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 5.4 Governance & Leadership:** Implement systems and processes that meet legislative and audit obligations

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

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

Misconduct (non-financial) by a Shire employee results in financial, legal and/or reputational damage.

RISK ASSESSMENT

	Option 1
Financial	Medium <i>Abuse of email or internet facilities for non-business-related activities by employees may result in potentially high costs to Council through excessive network bandwidth being utilised, lost productivity and potential exposure of the organisation to legal or other proceedings.</i>
Health	Nil
Reputation	High <i>The potential impact on Council’s reputation is high considering the far reach of email and other digital communication methods. This policy ensures that staff are aware of expectations regarding their conduct in using these technologies and the potential consequences of misconduct.</i>
Operations	Medium <i>Misuse of technology has the potential to impact staff members’ productivity which can have a flow-on effect to other staff members.</i>
Natural Environment	Nil

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

COMMENT

Nil

COMMENTS AFFECTING COUNCIL DECISION

Cr Hippisley asked whether this policy was instead of or as well as an IT usage policy as requested that the Shire have by the Auditor General. The CEO took the question on notice and would check what the specific policy was that was requested in the audit review.

The EMCS added that training on correct IT usage was part of the ICT Strategy currently being developed by our IT provider, Wallis, to which Cr Hippisley replied that he was not sure that that was what had been requested. The CEO stated that she would check the exact terminology and make sure that the document required as per the audit review would be in place.

EMAIL & INTERNET POLICY

BACKGROUND

The Shire of Quairading provides its staff with access to information and communication facilities to enhance their ability to perform their work. In particular, access to email and the internet is provided to enable networking and access to worldwide information resources. With that access comes responsibility and accountability.

All users are required to comply with all legislation, regulations and policies applicable to the use of these devices. Like all Council assets and services, computers, email and the internet, should be used in an efficient, lawful and ethical manner, as per the Code of Conduct.

OBJECTIVE

To assist all users in the appropriate use of email and the internet and to ensure that the infrastructure is used efficiently, and the operation of the system and the reputation and integrity of Quairading Shire Council is not jeopardised. It is imperative for users to understand and comply with this policy to reduce and eliminate potential risks and losses for Council.

POLICY

Computer use in the workplace is now a standard practice and, in the ordinary performance of their tasks, employees are required to make use of increasingly sophisticated communication tools. The use of email facilities, Facebook and other electronic media outlets and the internet has significantly broadened employee access to alternative written communication channels in addition to information contained on the World Wide Web.

Users have a responsibility to use email and internet in a professional, ethical and lawful manner. All users are to use email and internet access as they would any other type of official Council communication tool. This implies that when email and internet facilities are used, the users must ensure that high standards of business communication ethics are adhered to. Users should therefore carefully consider the intended audience, tone, formality and format for all their communications.

Abuse of email or internet facilities for non-business related activities by employees may compromise the organisation and result in potentially enormous costs to Council. Examples of these costs would be excessive network bandwidth being utilised, lost productivity and potential exposure of the organisation to legal or other proceedings emanating from third parties as a result of inappropriate use of the facilities.

Access to the use of email and internet facilities is a privilege not a right. It can be withdrawn when the privilege is abused.



EMAIL & INTERNET POLICY

Council accepts no responsibility for any damage, direct or indirect, arising out of employee use of email or internet facilities.

PROCEDURE

Managers must ensure that all users within Council have access to and understand the content of this policy. Each user must familiarise themselves with the content of this policy and if anything is unclear, they should contact their Manager to discuss.

Access

All permanent, part time and casual employees will be permitted to use email and internet facilities owned by Council, where the use of such facilities assists them in performing their duties. Access may also be granted to those employees or external users such as consultants and contractors employed on a specific contractual arrangement who require access for matters directly concerned with the business of Council. Approval to make use of these facilities is given by the appropriate Executive Manager or CEO.

Private use

While email and internet access is provided as a business tool to users, its reasonable and incidental use for personal purposes is acceptable. Employees may use such services for personal use provided that such use:

- Is consistent with professional conduct;
- Does not interfere with the responsibilities of the person and their work performance;
- Does not place undue demand on Council's email and internet resources;
- Is not used for personal financial gain or personal commercial purposes;
- Will not provide the user with personal privacy rights, subject to any provisions to the contrary under Australian law;
- Will not be used to obtain unauthorised access to electronic data of other parties (internal or external).

Emails should not be used to communicate any personal details about the user or any other individual about which there may be any sensitivity or whereby that person's reputation may be injured.

Council permits the use of the internet for non-business related reasons, provided that it in no way interferes with the employee's day to day work performance and, where possible, should be restricted to outside of working hours. If Council is of the reasonable opinion that it is necessary to cancel or suspend the service, it reserves the right to do so.

Violation

Violation of this policy will be taken seriously and may result in the suspension or cancellation of the usage of electronic facilities and/or result in disciplinary action including possible termination of employment and civil or criminal liability depending on the circumstances.

**Unacceptable use**

Unacceptable use includes, but it not limited to:

- The transmission of any email that is of such a nature that would harm the reputation of Council;
- The transmission of any email which is unethical, maybe perceived to be a conflict of interest, or contains confidential Council information sent to individuals unauthorised to receive such information;
- The transmission of any email which contains an employee's personal view/opinion relating to any matter affecting Council;
- Users allowing anyone else to send email using their accounts (the exception being Managers who give express authorisation to Personal Assistants or other support staff);
- The transmission of any material that is unlawful, obscene, threatening, abusive, defamatory or hateful, encourages conduct that would constitute a criminal offence, gives rise to liability, or otherwise violate any local or national law;
- Users using email for commercial solicitation or for conducting or pursuing their own business interests or those of another organisation;
- The use of email for the mass distribution of hoaxes, chain letters, or advertisements; or sending rude, obscene or harassing messages;
- Sending or distributing viruses or other material which can damage electronic information systems, knowingly or intentionally;
- Excessive use of Facebook and other such sites during normal working hours;
- Excessive personal use of Council's email within normal working hours.

Monitoring of users

Council reserves the right to monitor, audit, access and keep records of internet usage and email communications and data sent from, received by and stored upon the computer network (including emails which may be sent to or by employees internally within Council or externally). It may also monitor employee's use to ascertain compliance with regulatory practices and procedures relevant to the organisation, to prevent/detect crime such as fraud or corruption, and to ensure that employees do not breach this policy regarding the use of email or internet.

In the event of suspected abuse of email or internet facilities, the individual concerned will be advised of the nature of the suspected misuse, and their account will be monitored. Should the misuse continue, Council reserves the right to implement the staff disciplinary procedure. However in all cases of suspected misuse or actual misuse of electronic facilities, Council may exercise its right to withdraw or suspend access to any or all electronic facilities for a specified period or indefinitely.

Email usage

Inappropriate use of the email technology will be reviewed on a case-by-case basis and may lead to disciplinary action up to and including dismissal. For external users, it may lead to cancellation of the contractual arrangement.



EMAIL & INTERNET POLICY

Spam/Hoax emails

Prior to opening of email messages, check if from a known source, particularly if there is an attachment.

If the sender is unknown or the email address looks unusual do not open the email or any attachments. Report the email to your Supervisor if available or contact Council's contracted IT support for assistance.

Incorrectly delivered email

Any message received, which is not intended for the recipient, must be immediately returned to the sender. All copies of the misdirected message should be deleted after it has been returned to the sender. An incorrectly addressed message should only be forwarded to the intended recipient if the identity of that recipient is known and certain. Employees encountering or receiving inappropriate material should immediately report it to their Manager.

Email attachments

Restrictions apply to the sending of attachments. Large attachments should be compressed where possible and users are requested to remove large attachments from their mailboxes. Large attachments relate to files that are greater than 25Mb. The unnecessary use of large "personal" distribution lists must be avoided due to their impact on the network. Software programs should never be attached to emails, as they are the intellectual property of Council, or they are the copyright property of the software distributor. Users must be aware of the risks associated with opening documents with macros, postscript files and installing programs received via email.

Internet usage

Excessive and inappropriate use of the internet is not permitted. This will be revised on a case-by-case basis and may lead to disciplinary action up to and including dismissal. For external users, it may lead to cancellation of the contractual arrangement. Employees encountering or receiving inappropriate material should immediately report it to their Manager.

Unacceptable use includes, but is not limited to the accessing, downloading, uploading, sending, distributing or displaying of unacceptable or illegal content from the internet, including but not limited to content that:

- is used in connection with infringement of another person's intellectual property rights;
- may be seen as defamatory, fraudulent, insulting, disruptive, harassing, intimidating or offensive to other employees (including material concerning sex, sexual orientation, race, colour, national origin, religion, age, disability or any other characteristic protected by law), or harmful to Council's morale;
- is used in connection with any attempt to penetrate the computer network or security of Council, or other computer systems, or to gain unauthorised access to any other person's computer or email; and
- is pornographic, profane or obscene.



EMAIL & INTERNET POLICY

- Use of the internet for personal reasons to conduct any commercial business which is not the business of Council (this excludes personal internet banking);
- Use of instant messaging such as MSN;
- Destruction of, or damage to, equipment, software or data belonging to Council or other clients;
- Deliberate propagation of computer viruses;
- Use of the internet to advertise, sell or purchase illegal materials and or services;
- Soliciting, responding to or discussing any illegal actions over the internet; • Unauthorised monitoring of electronic communications;
- Intentional unauthorised copying of copyright protected material or infringement of license agreements and other contracts;
- Violation of the privacy of individuals or entities that are creators, authors, users or subjects of the information resources.

Copyright

Copyright exists on all kinds of materials available on the internet, including web pages, software, gopher files etc. and any emails which may contain copyright material. Employees are expected to respect and adhere to regulations regarding copyright and other intellectual property rights. In the absence of permission or waiver statements, it is advisable to obtain permission before downloading or printing.

Confidential information

While technological systems can be relied upon to assist in maintaining confidentiality, they cannot ensure confidentiality. As stated above, users should therefore carefully consider the intended audience, tone, formality and format for all communications.

Retention and security of messages

Email messages and items stored on Council's computer system remains the property of Council. This includes items stored on desktop or notebook PCs. They may have the same legal effect as that of traditional hard copy documents.

Accordingly, all email messages should be treated as though others may later view them and these messages should be created with the same care that one would use in creating hard copy documents.

Email usage must be able to withstand public scrutiny. Users must comply with all applicable legislation, regulations, policies and standards. This includes complying with copyright and license provisions with respect to both programs and data.

Users need to be aware of policies regarding the retention of email or other records and any storage limits. Retention of paper copies of emails is expressly discouraged, unless the data needs to be recorded in a paper filing system.

ACCOUNTABILITIES & RESPONSIBILITIES

The Council is accountable for:



EMAIL & INTERNET POLICY

- Ensuring the organisation has in place a lawful, transparent and accountable policy framework, supported by a suite of compliant and appropriate policies and procedures.
- Endorsing (or not) each organisational policy document in a timely and effective manner; and
- Delegating implementation of each policy document to the CEO.

The CEO is accountable for ensuring the development, implementation, monitoring and review of this policy document, in accord with governing legislation and Council directives.

The Executive Management Team and Managers are responsible for:

- Ensuring that all workers under their direction comply with this policy document; and
- Enacting process to redress non-compliance with this policy document.

All workers are individually responsible for complying with this policy document.

GUIDELINES

Local Government Act 1995

Employee Code of Conduct

STATUTORY ENVIRONMENT


Local Government Act 1995

Record of Policy Review					
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date
01	Nicole Gibbs	xx	xx	New Policy	xx

12.5 Worker's Accommodation Project

Responsible Officer Nicole Gibbs, Chief Executive Officer

Reporting Officer Nicole Gibbs, Chief Executive Officer

Attachments 1. Map of 3 & 5 Growden Street and 12 & 14 MacDonald Street [↓](#) 

Voting Requirements Simple Majority

Disclosure of Interest Reporting Officer: Nil

Responsible Officer: Nil

OFFICER RECOMMENDATION

That Council direct the incoming CEO to progress this project, with the intent of building three modular accommodation units (two bedroom/two bathroom) on 3 Growden Street, Quairading.

RESOLUTION: OCM 073-23/24

Moved: Cr JN Haythornthwaite

Seconded: Cr JR Hippisley

That Council defer progress on this project until the new CEO is recruited and the first budget review in November is completed.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

Cr Smith asked to change the wording of the officer recommendation to reflect Council's wish to progress the project at a later date.

IN BRIEF

The Shire of Quairading has a shortage of worker's accommodation of any type, particularly in terms of the townsite. This has been of concern to the CEO because it hinders achievement of a core strategic priority, being economic development (e.g. detracts from tourism, farmers don't have accommodation for workers, local business are not frequented). The shortage of short-stay accommodation has been of equal concern to the Quairading Farmers' Cooperative Board, the Board of which often represents the vast interests of the wider community.

Officers have been investigating external funding opportunities to co-fund the construction of worker's accommodation.

At the March 2023 Ordinary Council Meeting (OCM), Council adopted the following motion:

Resolution: OCM 185-22/23

That Council:

- 1. Approve the Quairading Farmers' Cooperative (Co-Op) project concept in principle, as detailed in the attached letter from the Co-Op President.*
- 2. Note officers' intention to further investigate and develop this concept in partnership with the Co-Op.*

Officers have since been working with nominated Co-Op representatives to progress the project.

After considerate investigation, officers recommend that Council builds three worker's accommodation units (two bedroom/two bathroom) on 3 Growden Street, Quairading. Matter for Consideration

That Council considers directing the incoming CEO to progress this project, with the intent of building three modular accommodation units (two bedroom/two bathroom) on 3 Growden Street, Quairading.

BACKGROUND

Both the CEO and the Quairading Farmers' Co-Operative Board have identified a lack of short-term and medium-term accommodation availability in town. This aligns with the experience of Shire officers who receive anywhere between five to ten enquiries per month from people seeking this type of accommodation.

The excess demand relative to supply is demonstrated by:

1. The number of people continuously occupying the caravan park cabins and hotel rooms for months or weeks.
2. The number of houses in Quairading which sit empty for most of the year, to host seasonal workers for just a few months.
3. The number of tradesmen that drive in and out of Quairading to neighbouring towns because there are limited suitable accommodation options in our town.
4. Complaints on Trip Advisor and other travel apps.

The consequences of not addressing this accommodation need are:

1. A reduction in genuine visitors to our community, as the short-term accommodation is full of medium-term tenants.
2. Quairading's private long-term rental market is limited. A lot of homes would be suitable for this market but are being saved to accommodate seasonal employees.

3. At times, neighbouring towns are better capitalising on the project work that occurs in Quairading. Not accommodating this workforce is lost business across the spectrum- fuel, food, accommodation.
4. Extreme labour market shortages partially fuelled by lack of appropriate accommodation.

Officers have identified lots 3 & 5 Growden Street, Quairading as suitable locations for the construction of three modular accommodation units (two bedroom/two bathroom).

The Shire’s (then) Town Planner, Mr Joe Douglas, suggested that lots 3 & 5 Growden Street are a straightforward option in terms of the requirements of Local Planning Scheme No.3. Mr Douglas advised that the most appropriate zone form would be ‘Short Stay Accommodation.’

The Shire of Quairading owns Lots 3 & 5 Growden Street, in addition to Lot 16 McDonald Street, which backs onto the two lots on Growden Street.

This Agenda Item proposes and supports:

- The Shire funding the construction of two or three worker’s accommodation units (two bedroom/two bathroom) on 3 Growden Street;
- Offering 5 Growden Street to the Co-Op for the construction of two or three additional units;
- Considering utilising 14 McDonald Street if still more worker’s accommodation is needed.

Officers have investigated modular construction housing options and costs. The return on investment on the construction of three modular accommodation units at current cost is relatively simple:

Item	Capital Cost	Rental Income Generated Per Week (Per Unit)	Income Generated Per Annum (Per Unit)	Income Generated Per Week (Three Units)	Income Generated Per Annum (Three Units)	Return on Investment
Accommodation Unit (2 bedroom x 2 bathroom): modular construction	\$180,000 x 3 accommodation units = \$540,000 total construction cost	\$400 (fixed contract) OR \$1050 (nightly rate of \$150)	\$20,800 OR \$54,600	\$1,200 (fixed contract) OR \$3,150 (nightly rate of \$150)	\$62,400 OR \$163,800	8.6 years OR 3.5 years

If the Co-Op accepts the offer of 5 Growden Street to construct additional units, all the units can be built at the same time. Otherwise, Council may choose not to give away the lots but to populate both lots without the assistance of the Co-Op.

STATUTORY ENVIRONMENT

Planning and Development Act 2005

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Council have been in discussions about optimising the use of vacant blocks within the Shire of Quairading townsite.

At this moment, the lots are vacant with minimal to no interest from buyers. This is a way to bring a small amount of income to Council, bring new people and potentially families to town, and support families working locally in town that are currently affected by the housing crisis.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 2.1 Economy:** Promote the Economic and Business Growth Strategy for current businesses and the sustainable attraction of new industry (Small Business Friendly Local Government and Action Plan)
- 2.3 Economy:** Shire engages stakeholders and partners to help capture local economic development initiatives
- 2.4 Economy:** Encourage local workforce participation
- 5.1 Governance & Leadership:** Shire communication is consistent, engaging and responsive
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

CONSULTATION

Ms Fraser met with the CEO and the EMED to discuss whether it was a worthwhile project to bring to Council.

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

The resale value/return on investment for local properties remains low.

Skills/qualifications shortage across the Shire.

Uncertainty of Quairading's long-term future results in the further attenuation and closure of local businesses.

RISK ASSESSMENT

	Option 1
Financial	Medium <i>The long-term financial benefits are significant with a potential increase in residential housing, increase in employment, increase in the viability of small business, increase in light industry and increase in general population.</i>
Health	N/A
Reputation	Medium <i>There is little to no housing available for workers in the district. This means there is less options for families or individuals that want to work and live in the Shire, without buying and/or building.</i>
Operations	Low <i>Project management of the construction company.</i>
Natural Environment	N/A

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

COMMENT

Nil

COMMENTS AFFECTING COUNCIL DECISION

Cr Cowcill asked for clarification on the term “short stay accommodation” as her understanding was that the type of accommodation being considered by Council was supposed to be for a longer term at least around 12 months.

Cr Smith explained that there was a definition for short stay accommodation in the Town Planning Scheme 3, but that short stay accommodation is not zoned in the current planning scheme and is not mentioned in the land use table. Early advise from the town planner was that workers accommodation did not suit the residential zoning and that short stay accommodation would be the correct zoning.

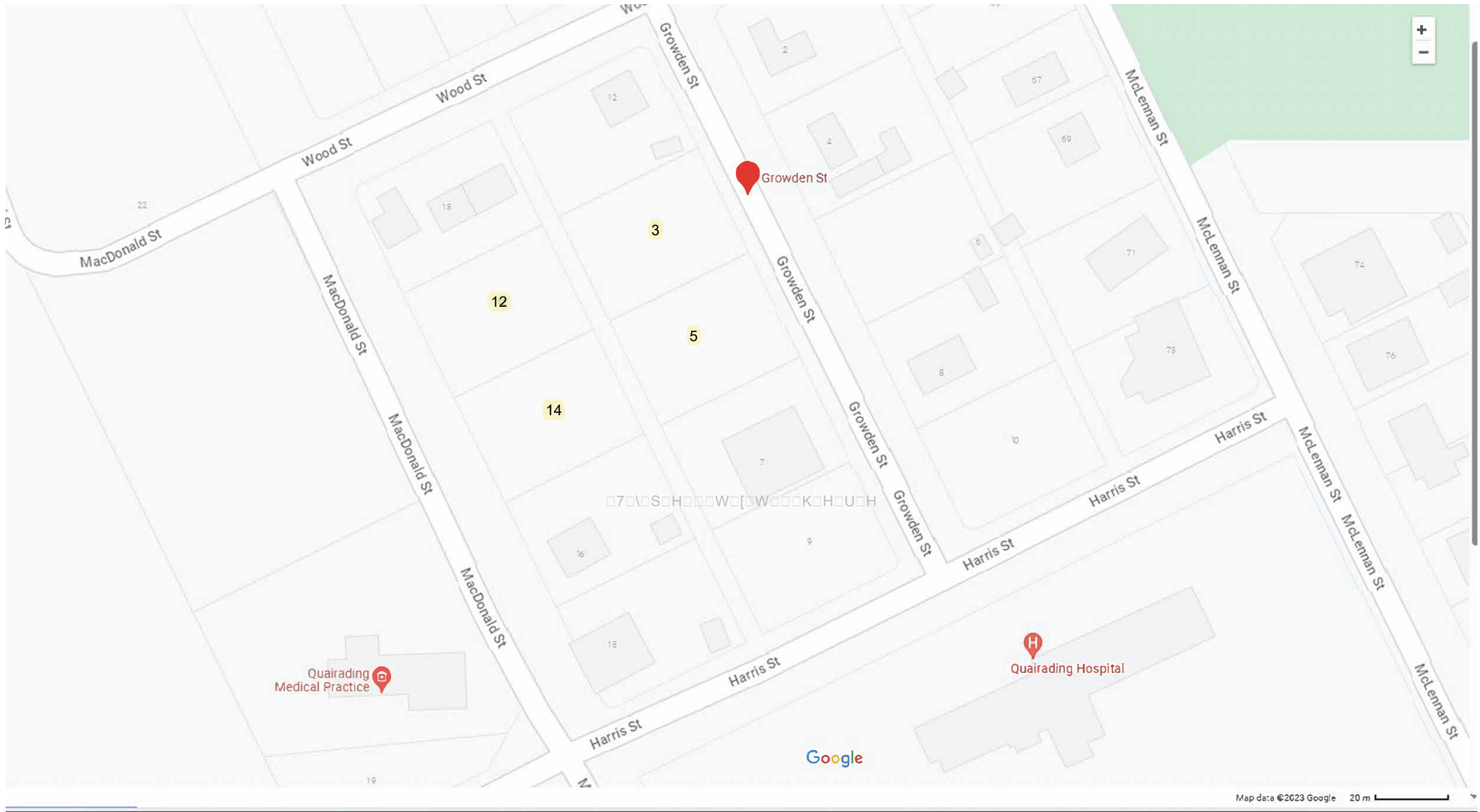
The CEO stated that she had received more recent advise from the shire's previous town planner, that the zoning for short stay accommodation could be used even though it was not specifically marked in the Shire of Quairading's Town Planning Scheme 3. Cr Smith replied that he believes this advice to be incorrect. The CEO offered to solicit additional advice on the topic from the shire's current town planner.

Cr Hippisley asked for clarification on when the Town Planning Scheme 3 took effect. The CEO responded that the Planning Scheme 3 took effect in February 2022.

Cr Stacey stated that this should be a KPI for the incoming CEO and should be discussed with them.

Cr Haythornthwaite agreed with Cr Stacey and observed that the figures provided concerning return of investment assume that the accommodation would be used 365 days of the year which would probably not be the case.

Cr Stacey wished to clarify whether the new wording of the officer recommendation would allow Council to advance the project under a Temporary CEO. Cr Haythornthwaite replied that, is the word "recruited" is used in the wording, this would be the case.



12.6 Medical Practice - Annual Contribution Review

Responsible Officer	Nicole Gibbs, Chief Executive Officer
Reporting Officer	Nicole Gibbs, Chief Executive Officer
Attachments	Nil
Voting Requirements	Simple Majority
Disclosure of Interest	Reporting Officer: Nil Responsible Officer: Nil

OFFICER RECOMMENDATION

That Council note that it will need to review and consider increasing the \$300,000 per annum contribution to the operations of the Quairading Medical Clinic.

RESOLUTION: OCM 074-23/24

Moved: Cr JN Haythornthwaite

Seconded: Cr BR Cowcill

That Council note that it will need to review and consider increasing the \$300,000 per annum contribution to the operations of the Quairading Medical Clinic at the November 23 budget review.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

Cr Haythornthwaite asked to change the wording of the motion to indicate a specific time at which the review is to occur.

IN BRIEF

The Quairading Medical Clinic has been operating in Quairading for over 30 years. Whilst the Clinic appears on face value to be financially lucrative, recent intelligence has indicated that this is not necessarily the case. Without the financial support of the Shire, the Clinic would not be able to secure a doctor and Quairading would cease to have this medical service. The ramifications would be severe and would most certainly result in a population decline.

Until recently, Council did not have visibility of the Clinic's financials over a five-year period. The previous doctor declined participating in budget development for the Clinic and so Council provided a flat figure of \$200,000 per annum to cover operational costs. This figure was increased to \$300,000 last financial year and remains the same this financial year.

Unfortunately, with recent visibility of the Clinic's financials, it is clear that \$300,000 per annum will not cover the operational costs of the Clinic.

MATTER FOR CONSIDERATION

The annual contribution by Council for the operational costs of the Quairading Medical Practice needs to be increased by the recommended amount to ensure continued medical care at a high standard for Quairading residents.

BACKGROUND

Residents consider the Quairading Medical Clinic to be a vital and priority service. Operating for over 30 years, the Clinic's form and function has changed over time. Most recently, the Clinic model comprises of an independent contractor (doctor) engaged by the Shire through a five-year contract. The Shire continues to manage the Corporate Services functions of the Clinic (i.e. finance, human resources and IT), while the doctor manages the clinical aspects of the Clinic.

Whilst the Clinic appears on face value to be financially lucrative, recent intelligence has indicated that this is not necessarily the case. Until recently, Council did not have visibility of the Clinic's financials over a five-year period. The previous doctor declined participating in budget development for the Clinic and so Council provided a flat figure of \$200,000 per annum to cover operational costs. This figure was increased to \$300,000 last financial year and remains the same this financial year. Unfortunately, with recent visibility of the Clinic's financials, it is clear that \$300,000 per annum will not cover the operational costs of the Clinic. In fact, the \$300,000 ONLY covers staff wages (\$291,658).

Without the financial support of the Shire, the Clinic would not be able to sustain a doctor and Quairading would cease to have this medical service. The ramifications would be severe and would most certainly result in a population decline and the closure of the chemist. The previous doctor supplemented his income by securing and focusing on the WACHS hospital contract. This came at great expense to the Clinic and almost resulted in the permanent demise of the Clinic. People chose to leave town to visit other doctors, rather than to use the Quairading Clinic. People using a medical clinic in an alternate town will use the chemist in that same town, will likely do shopping in that same town, will fuel up in that same town and will be referred to the hospital in that same town. Ultimately, it may just be more convenient to relocate to that same town.

The current doctor is committed to the Clinic and feedback from the community is that he is an excellent and already well-loved doctor. I would suggest that it is critical the doctor is supported in always reasonable to ensure a long-term tenure in Quairading.

The reasons for the increased costs are:

- Successful recruitment of nurse (there was a significant amount of time prior when the Clinic operated without a nurse).

- An increase in CPI has resulted in an increase in staff wages.
- Previously, the Clinic operations breached workplace law by having only one staff member working long and stressful hours, attempting to perform work that was not possible for one person to perform in one day. This resulted in mental health concern for the worker and the significant risk of physical injury.
- Increased cost of base supplies, such as medications, tests and equipment.
- A failure on the Government's part in terms of increasing the Medicare rebate in accord with CPI.

The actual total cost of the Clinic's operations per annum is \$488,216. Accordingly, it is recommended that Council review and consider increasing the \$300,000 operational annual contribution during the December 2023 budget review.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Asset Management Policy

Risk Management Policy

FINANCIAL IMPLICATIONS

\$200,000 increase in annual contribution to the operational costs of the Medical Practice.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 1.3 Community:** Advocate for the provision of quality health services, health facilities and programs in the Shire
- 2.4 Economy:** Encourage local workforce participation
- 5.2 Governance & Leadership:** Forward planning and implementation of plans to determine Strategic Plan and service levels
- 5.4 Governance & Leadership:** Implement systems and processes that meet legislative and audit obligations

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

The sustainability and viability of the Shire of Quairading Medical Practice.

The increasing cost of running Quairading Medical Practice results in no service or a reduced level of service.

RISK ASSESSMENT

	Option 1
Financial	High <i>An increased annual contribution of \$200,000 per annum by Council is a far lesser amount than the economic impact of not having a Medical Clinic</i>
Health	High <i>The Quairading Medical Practice offers a holistic health service to local and other people.</i>
Reputation	Medium <i>The Quairading Medical Practice and especially Dr. Yap are well regarded in the community and beyond. Adequate support from Council will ensure that high quality service continues to be offered.</i>
Operations	Low
Natural Environment	Nil

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

COMMENT

Nil

COMMENTS AFFECTING COUNCIL DECISION

Cr Hippisley stated that he would like Council to consider that in the future, rather than increasing the annual contribution to the operating costs of the medical practice, the amount should be shrinking and that he would be satisfied if this option was discussed at the budget review as well as the option to increase the funding.

Cr Cowcill asked if it was possible for Council to receive cumulative financial statements for the medical practice in the same way as they are presented for the caravan park.

Cr Smith replied that a profit and loss statement would be presented to the Medical Executive Committee which could then be presented to Council as a confidential item.

12.7 Appointment of Temporary CEO

Cr Smith asked that discussion on this item take place after the closure of the Meeting to the public for Item 17 Confidential Items under Part 5 Division 2 Section 5.23(2)(c), (e) and (h)(c) and (h) of the Local Government Act 1995 as the Items relates to : -

- (a) a matter affecting an employee or employees
- (c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting

Responsible Officer Nicole Gibbs, Chief Executive Officer
Reporting Officer Marion Haeusler, Executive Officer
Attachments

1. BATTILANA, Maurice - CV (confidential)
2. BROWN, Tricia - CV (confidential)
3. CAPORN, Sarah - CV (confidential)
4. CLARK, Gary - CV (confidential)
5. CLARK, Peter - CV (confidential)
6. CLYNCH, Tim - CV (confidential)
7. DACOMBE, Mark - CV (confidential)
8. GOODE, Stephen - CV (confidential)
9. NESS, Natalie - CV (confidential)
10. SHEEDY, Paul - CV (confidential)
11. STEWARD, Robert John - CV (confidential)

Voting Requirements Simple Majority
Disclosure of Interest Reporting Officer: Nil
 Responsible Officer: Nil

RESOLUTION: OCM 075-23/24

Moved: Cr JN Haythornthwaite

Seconded: Cr TJ Stacey

That Council vote on whether to select an internal or external applicant at the September Ordinary Council Meeting.

Outcome: Internal

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippiisley

AGAINST: Nil

CARRIED 6/0

OFFICER RECOMMENDATION 2

That Council delegate to the Shire President and Deputy Shire President the authority to negotiate a contract of employment for the Temporary CEO from the candidate/s selected.

RESOLUTION: OCM 076-23/24

Moved: Cr JR Hippisley

Seconded: Cr BR Cowcill

That Council delegate to the Shire President and Deputy Shire President the authority to negotiate a contract of employment with Natalie Ness as the preferred candidate for the Temporary CEO.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

Crs changed the wording of the second officer recommendation to include the name of the preferred candidate

IN BRIEF

With the employment of the current CEO ending on 11th October 2023 and the recruitment process for a new CEO underway, Council, at the Audit & Risk Committee meeting on 12th September 2023 identified the need to explore options for appointing a Temporary CEO for the possibility of there being a gap between the end date of the current CEO's employment and the start date of a newly appointed CEO. For that purpose, the Shire President with the support of the Executive Officer was tasked by Council with providing a list of options for consideration by Council.

MATTER FOR CONSIDERATION

In accordance with the *Temporary Employment or Appointment of CEO Policy*, Council will need to determine whether they wish to appoint the Executive Manager, Corporate Services, the Executive Manager, Economic Development or the Executive Manager, Works and Services to the role of Temporary CEO, or whether they wish to appoint a Temporary CEO through an external recruitment process.

BACKGROUND

The *Local Government Act 1995*, Section 5.39C, requires Local Governments to adopt a policy relating to the temporary employment or appointment of a CEO for a term not exceeding 1 year.

The Temporary Employment or Appointment of the CEO Policy adopted by the Shire of Quairading outlines the following options for the appointment of a Temporary CEO following the end of employment of the substantive CEO:

- 4.1.1 By resolution, appoint the Executive Manager, Corporate Services, Executive Manager, Works & Services or Executive Manager, Economic Development 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
- 4.1.2 By resolution, appoint Executive Manager, Corporate Services, Executive Manager, Works & Services or Executive Manager, Economic Development as the interim Temporary CEO for the period of time until an external recruitment process for a Temporary CEO can be completed; or
- 4.1.3 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.

In effect, Council has the option of recruiting an external CEO or an internal CEO.

If Council decides to appoint an external CEO, the cost will be \$39,400 minimum for three months. This cost may increase dependent on the specific CEO.

If Council decides to appoint an internal CEO, there will be an internal savings of \$27,692 (the Executive Manager's salary).

The external options for appointment are:

- Tim Clynych, former CEO Bridgetown-Greenbushes
- Paul Sheedy, former CEO Capel and currently Acting in a number of rural and regional Councils
- Maurice Battilana, former CEO Chapman Valley
- Mark Dacombe, former Acting CEO Merredin, Carnarvon, Pingelly
- Rob Stewart, former CEO Plantagenet
- Stephen Goode, former CEO City of Mandurah, South Perth, Claremont
- Kelli Small, former CEO of the Shire of Cocos and Keeling Islands and Director of City Business at the City of Kwinana (no resume provided)
- Peter Clarke, former CEO Shire of Nannup, Shire of Yilgarn
- Gary Clarke, Former CEO Brookton
- Allan Cooper, former CEO East Pilbara (no resume provided)

The CEO has no working experience with any of the external applicants, but they have all come recommended by Mr Tony Brown, Executive Director, Member Services, WALGA. The Curriculum Vitae's form attachments to this Item.

The internal options for appointment are:

- Sarah Caporn (Executive Manager, Works & Services)

The CEO considers Sarah Caporn to be an outstanding Executive and to be more than capable of Acting in the CEO role, however, it is the view of the CEO that she would simply not have the time to perform her role and the role of the CEO. Ms Caporn is already over capacity, and the organisation does not have a person suitably qualified and experienced to backfill her position.

- Tricia Brown (Executive Manager, Corporate Services)

The CEO considers Tricia Brown to be an outstanding Executive and to be more than capable of Acting in the CEO role, however, it is the view of the CEO that she would simply not have the time to perform her role and the role of the CEO. Ms Brown is already over capacity, and the organisation does not have a person suitably qualified and experienced to backfill her position.

- Natalie Ness (Executive Manager, Economic Development)

The CEO considers Natalie Ness to be an outstanding Executive and to be more than capable of Acting in the CEO role. Ms Ness currently works in partnership with the CEO across most projects, due to the large-scale nature of the projects. Ms Ness is abreast of all the work currently being performed by the CEO, to various levels of degree. Given the Acting period is over the November, December and January period (the slowest time of the year), Ms Ness would have the capacity to perform in the role if Council decided to offer her this opportunity.

The recommended candidate, on agreement with the employment contract, will need to be endorsed by Council with Absolute Majority.

STATUTORY ENVIRONMENT

Local Government Act 1995

Equal Opportunity Act 1984

POLICY IMPLICATIONS

Temporary Employment or Appointment of CEO Policy

FINANCIAL IMPLICATIONS

If Council decides to appoint an external CEO, the cost will be \$39,400 minimum for three months. This cost may increase dependent on the specific CEO.

If Council decides to appoint an internal CEO, there will be an internal savings of \$27,692 (the Executive Manager's salary).

ALIGNMENT WITH STRATEGIC PRIORITIES

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

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Skills/qualifications shortage across the Shire.

RISK ASSESSMENT

Option 1	
Financial	Medium <i>The financial risk differs depending on Council decision to appoint an external or internal temporary CEO.</i>
Health	Low
Reputation	Medium <i>The employment of a temporary CEO ensures continued good governance practices</i>
Operations	Medium <i>The employment of a temporary CEO ensures that disruption to everyday business is avoided.</i>
Natural Environment	Low

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

COMMENT

Nil

12.8 Tourism Working Group Meeting Minutes - 29 August 2023

Responsible Officer Nicole Gibbs, Chief Executive Officer
Reporting Officer Marion Haeusler, Executive Officer
Attachments Nil
Voting Requirements Nil
Disclosure of Interest Reporting Officer: Nil
 Responsible Officer: Nil

Shire of Quairading - Tourism Working Group

29/08/2023

Meeting Opened - 11.05am

Attendance - Becky Cowcill - Chair, Jen Green GPO, Peter Smith Shire President, Ivy Osborne QTTTC, Josh Thompson Caravan Park, Natalie Ness EMED, Jo Sandstrom Quairading Hotel, Chloe Nell SPO, Nicole Gibbs CEO, Jill Hayes CRC, Jo Hayes CRC (minute taker), Margaret Collard, Janine Anderson, Sarah Caporn EMWS

Apologies - Nil

Minutes from previous meeting circulated and accepted

Moved: Sarah Caporn
 Seconded: Ivy Osborne
 CRD

Business arising

Nil

22/23 Tourism Budget/Funding update - as circulated

	Current Budget	YTD Actual	Variance (\$)
Sikh Memorial - Concrete Plinth	\$2,500.00	\$3,891.30	\$1,391.30
Pathways To Wave Rock Signage	\$4,000.00	\$0.00	-\$4,000.00
Dangin Heritage Signage	\$10,000.00	\$7,801.89	-\$2,198.11
Toapin Weir	\$10,000.00	\$16,123.99	\$6,123.99
Tourism Photography & Videography	\$8,000.00	\$9,248.98	\$1,248.98
Tourist Information (Brochures, Map Pads)	\$2,000.00	\$473.96	-\$1,526.04
Caravan Park Brochure & Website	\$200.00	\$64.98	-\$135.02

Social Media Advertising	\$2,000.00	\$1,470.93	-\$529.07
Quairading Website Redevelopment	\$43,318.00	\$33,131.85	-
\$10,186.15			
Tourist Promotion - Advertising & Memberships	\$5,000.00	\$3,421.54	-\$1,578.46
Roe Tourism Membership	\$6,000.00	\$6,000.00	\$0.00
	\$93,018.00	\$81,629.42	-
\$11,388.50			

Dangin Heritage Signage expenditure actually Nookaminnie Rock Nature Reserve signage.
 Sikh Memorial expenditure actually Child Health Clinic plinth.

Both items back to full budget amount in 23/24 Shire budget.

Action Plan Update

STRATEGIC GOALS & ACTION PLAN **UPDATED 29TH AUGUST 2023**

Goal	Action	Responsibility	Priority	Timeframe
INFRASTRUCTURE				
Quality and varied accommodation options.	Investigate opportunities and requirements of Airbnb, Hipcamp, Farmstay and Camping and promote to community. <i>Assign responsibility</i>	Quairading CRC <i>Shire of Quairading Businesses</i>	Med	Ongoing
Easy to navigate to town site.	Remove outdated signs. Instal directional linemarking – layover bays, co-op carpark etc.	<i>Shire of Quairading</i>	High	6-12 months <i>Work in progress</i>
Focal points to showcase uniqueness.	Encourage Community endeavours. <i>Try to be more specific</i>	Community	Med	Ongoing
Visible and welcoming green space and activity areas.	Increase street tree numbers <i>40 planted Kwirradig Koort. Consider caravan overflow area.</i>	<i>Shire of Quairading</i>	High	3 – 12 months

Goal	Action	Responsibility	Priority	Timeframe
	Undertake a feasibility study to determine the best locations for a 24-72 hour RV layby within the town site. Consider carrying out work on existing overflow area.	Shire of Quairading	High	12 – 24 months Action achieved.
Documented signage trails.	Audit Heritage/ Cultural Trails/ Activity Trails <ul style="list-style-type: none"> • Dangin Heritage Trail • ‘Our Stories’ walk trail • Noongar symbols trail • Family histories 	QTTTC Shire of Quairading Quairading CRC	Med	Ongoing
Attractive main street buildings.	Encourage main street precinct refresh. Business Support Grants	Businesses Shire of Quairading	High	Action achieved
EXPERIENCE				
Variety of events and activities.	Encourage new tourist experiences e.g., Salt Lake, granite outcrops, wildflowers, agriculture, nature reserves, indigenous, self-drive tours. Banksia Cuneata at Badjaling – Ballardong Corporation	Community	Med	Ongoing
	Encourage ongoing and new events and festivals Too broad	Community	Med	Ongoing
Leverage visiting tour and transport buses.	Support local businesses to promote their service offerings.	Quairading CRC Local Businesses	Med	Ongoing
Professional and friendly visitor servicing.	Provide Customer Service training	Quairading CRC	Med	12 months
	Organise annual Bus Tour Day/Car Rally to highlight attractions to locals.	Quairading CRC	Med	Annual
Accessible art.	CBH Mural opportunity	Quairading CRC	Med	Ongoing

Goal	Action	Responsibility	Priority	Timeframe
	Public Art Strategy – working group mooted	Community	Med	12-24 months
MARKETING				
Strong online presence, brand and identity	Build Visit Quairading campaign on Instagram and Facebook, by cross promoting local businesses, interacting with other tourism focussed users and inviting bloggers and influencers to visit Quairading.	Quairading CRC	High	Ongoing
	Develop a Marketing Strategy	EMED		
Up to date marketing material and content creation	Audit of local current printed marketing Ensure local info on regional websites is up to date.	Tourism Steering Committee	High	Ongoing
	Create brochures for Caravan Park and distribute to surrounding Visitor Centres.	Shire of Quairading	High	Action achieved
	Distribute Visit Quairading A3 Guides to local businesses and surrounding towns.	Quairading CRC & Shire of Quairading	High	Ongoing
	Create videos of local attractions.	Quairading CRC & Shire of Quairading	Med	12 months
Positive regional collaboration	Maintain a collection of high quality local photos.	Quairading CRC Shire of Quairading	Med	12 months
	Promote 'day trip' recommendations - Silo Trail, Wave Rock, Granite Way, Wildflowers, Wheatbelt Pubs	Quairading CRC	Med	Ongoing
	Attend trade shows to promote the region (e.g., Caravan & Camping Show)	Shire of Quairading	High	6 Months
Local business actively advertising	Encourage hospitality businesses to claim their profiles on online review sites	Quairading CRC	Med	6 months

Goal	Action	Responsibility	Priority	Timeframe
	(i.e., WikiCamps and TripAdvisor).			
	Encourage hospitality businesses to take advantage of local events and offer packages and deals.	Quairading CRC	High	Ongoing
	Caravan Park manager advise community when clubs are visiting.	Community	High	Action achieved
	Encourage businesses and groups to provide promotional info to caravan park.	Shire of Quairading	High	Ongoing

NN – Natalie Ness Shire of Quairading Executive Manager of Economic Development

JT – Josh Thompson Shire of Quairading Caravan Park Manager

Jill H – Jill Hayes Quairading CRC Coordinator

General Business

Much robust and valuable discussion ensued regarding the ongoing role of the Tourism Strategy Working Group.

A note from the Chair

Many good points arose during discussion leading to the recommendation listed below. The group meets 3-4 times annually with shire employee numbers of up to 5 and takes considerable time away from other tasks. Shire has now restructured and covers much of the group’s original strategy and purpose (we engage shire employees with occasional CRC assistance to complete each item on the action plan) Shire to encourage direct public engagement as this will speed outcomes. Snap, send, solve app is one example. Suggested that the Shire hold several different formatted public gatherings annually (less formal e.g., Sad Hour or coffee chats, annual town hall meetings). More open communication with community to lessen the perceived gap between public and Shire.

Moved: Jill Hayes Seconded: Jo Hayes CRD

“That the meeting recommends to Council that the Working Group be disbanded now that a Tourism Strategy has been created and many outcomes achieved on the current Action Plan”.

(Shire employees abstained from voting at the request of CEO)

Meeting Closed at 12.35pm

OFFICER RECOMMENDATION:

That Council:


1. Disband the Tourism Steering Committee in its entirety, including the cancellation of all Tourism Steering Committee meetings scheduled for the remainder of 2023.
2. Convene a “Quairading Community Town Hall Meeting” biannually, commencing after the 2023 Local Government Elections.

The Officer Recommendation had already been made to Council at the Ordinary Council Meeting in August.

ITEM 13 MATTERS FOR CONSIDERATION – HEALTH & BUILDING

No matters for consideration

ITEM 14 MATTERS FOR CONSIDERATION – WORKS & SERVICES**14.1 Asset Management Policy**

Responsible Officer	Nicole Gibbs, Chief Executive Officer
Reporting Officer	Sarah Caporn, Executive Manager, Works & Services
Attachments	1. Asset Management Policy ↓ 
Voting Requirements	Simple Majority
Disclosure of Interest	Reporting Officer: Nil Responsible Officer: Nil

RESOLUTION: OCM 077-23/24

Moved: Cr BR Cowcill

Seconded: Cr JN Haythornthwaite

That Council endorse the Policy – Asset Management Policy

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

IN BRIEF

Under section 2.7(2b) of the Local Government Act 1995, Council is to determine the Local Government's policies. The Asset Management Policy is presented to Council for its biennial review and adoption. The policy will guide the decision-making and actions of Council and the Executive Management Team in line with the Strategic Community Plan objectives.

This policy is informed by the Department of Local Government's Integrated Planning and Asset Management Framework, see Figure 1 below.

The Shire of Quairading is responsible for a large and diverse range of assets. The effective ongoing management of these assets is critical if the Shire is to achieve a sustainable (financially achievable) outcome in managing its assets.

For asset management to be effective it needs to:

- Take into consideration asset conditions
- Be holistic in its application
- Take into consideration the Shires financial capabilities
- Consider level of service

- Consider community needs and aspirations
- Be live and subject to ongoing change and improvement
- Be part of an integrated planning and management process

The Asset Management Policy then flows to the Asset Management Strategy and then to Asset Management Plans for the various classes of assets. Council endorsed the current Asset Management Strategy (AMS) in August 2022 (Resolution 46-22/23) and a single Asset Management Plan (AMP) at the October 2022 (Resolution 105-22/23) as producing and updating individual management plans for each class of asset (bridge, building, footpath etc) is prohibitively expensive and highly inappropriate for an organisation of our size.

Asset groups considered under the AMP include roads, drainage, traffic management (signs), footpaths, land, buildings and other structures.

The Shire’s Asset Management Plan instead has renewal plans by asset group with individual condition triggers. This is essentially like having individual plans but with a common asset management approach. The AMS was updated to reflect the recommendation of a single AMP.

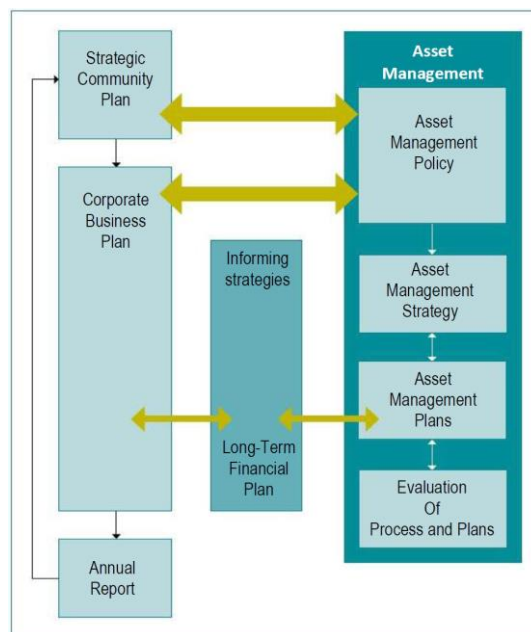


Figure: Relationship between the Asset Management Policy and other corporate documents

Source: Department of Local Government, Asset Management Framework & Guidelines

MATTER FOR CONSIDERATION

Asset Management Policy

BACKGROUND

To effectively and sustainably manage assets, all local governments are required to:

- Develop an Asset Management Policy.
- Develop an Asset Management Strategy including:
 - Asset Management Plans for major asset classes.
 - Processes that link Asset Management Plans to Long Term Financial Plans.
 - Defined levels of service and affordability.
 - Governance and management arrangements.
 - Data and systems to support asset management.
 - Improvement of skills and processes.
- Develop a process for evaluating Asset Management Plans, processes and asset sustainability.
- Link Asset Management to the Annual Report.

The overarching Asset Management Framework should be referred to when addressing the legislative requirements for integrated planning, reporting, and financial management. The Framework does not prescribe a single methodology, or restrict the processes that a local government must use to achieve their asset management outcomes.

The Asset Management Policy outlines a local government's asset management objectives, targets and plans. It establishes a platform for service delivery and provides the framework that enables the Asset Management Strategy and Plans to be produced. The Asset Management Policy must support a 'whole of life' and 'whole of organisation' approach to asset management.

The Executive Management Team has developed the Asset Management Policy at Attachment 1 based on Council's priorities and the community needs.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Asset Management Policy

FINANCIAL IMPLICATIONS

Nil

ALIGNMENT WITH STRATEGIC PRIORITIES

5.1 Governance & Leadership: Shire communication is consistent, engaging and responsive

5.3 Governance & Leadership: Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

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

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Lack of routine maintenance of Shire roads creates public safety risk and associated liability issues.

Asset Management Plan is non-compliant due to aging assets and increasing costs.

Poor or no construction of roads results in public safety dangers and high-level liability consequences for Elected Members, Executive and the Shire as a whole.

RISK ASSESSMENT

Financial	Major <i>Not considering the whole of life costs of assets and asset replacement is a significant cost to the Shire in the future and must be considered at the conception stage of major projects.</i>
Health	Low
Reputation	Major <i>The community expects the Shire to maintain it’s assets and infrastructure to a high level for current and future use</i>
Operations	Moderate Asset management needs to wholistically consider both the delivery and operational stages of that asset life.
Natural Environment	Low <i>This policy mainly considers the built environment.</i>

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

COMMENT

The Asset Management Policy has been reviewed and no changes are needed.



ASSET MANAGEMENT POLICY

PURPOSE

This Asset Management Policy is to ensure that services delivered by the Shire continue to be delivered sustainably by ensuring that infrastructure assets are:

- a. managed in a systematic manner; and
- b. in the most cost effective way over their lifecycle,

to optimise their performance and to realise the Goals of the Shire's Strategic Community Plan.

OBJECTIVE

To provide clear direction in the provision and management of all Council's assets within an Asset Management Framework to ensure sustainable outcomes and appropriate levels of service for present and future stakeholders.

POLICY

The Shire is required to manage its assets in a whole-of-life and economically, environmentally, culturally and socially sustainable manner in line with its Strategic Community Plan, and is to be achieved in accordance with the guidelines detailed below.

GUIDELINES

Annexure A – Principles

Annexure B – Asset Management

Annexure C – Effective Asset Management

Annexure D - Definitions

Linkage to the Strategic Community Plan, Corporate Business Plan and the Long Term Financial Plan.

Australian Accounting Standards (AASB 116 – Property, Plant and Equipment)

Risk Management Policy and Framework

Department of Local Government Integrated Planning and Reporting Framework and Guidelines.

STATUTORY ENVIRONMENT

Local Government Act 1995



ASSET MANAGEMENT POLICY

Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Graeme Fardon	29/08/13	50-13/14	New Policy		
02	Graeme Fardon	27/09/18	41-18/19	Policy Review Project – 6/09/2018		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 2020	
04	Sarah Caporn			Biennial Policy Review	Sept 2023	

ANNEXURE A – PRINCIPLES

The following principles shall apply: -

- a. Service delivery is the basis of Asset Management;
- b. New proposals will seek innovative and cost effective solutions;
- c. The development of an Asset Management Plan by the Shire of Quairading which identifies:
 - i. the strategic goals;
 - ii. the Level of Service and performance standards;
 - iii. the full cost of providing the service;
 - iv. the future demand; and
 - v. monitoring and improvement strategies.
- d. To develop current and future clearly defined Levels of Service in consultation with the community;
- e. To develop and maintain an Asset Management Plan which consider financial, environmental and social sustainability, legislation and Levels of Service;
- f. To adopt pro-active maintenance programs to ensure that the lowest Lifecycle Cost is achieved while maintaining agreed Levels of Service;
- g. To adopt best practice Asset Management techniques;
- h. To assess and monitor the Asset risks periodically to minimise or eliminate the risk which the failure of Assets may pose;
- i. To link Asset Management Plans to the Shire of Quairading's Strategic Community Plan, Corporate Business Plan and Long Term Financial Plan.

ANNEXURE C - EFFECTIVE ASSET MANAGEMENT

An effective Asset Management approach will provide the following benefits: -

- a. Strong governance and accountability by providing a transparent and auditable basis for making service/risk/price trade-offs decisions;
- b. More sustainable decisions by ensuring all lifecycle costs are included in decision processes, so that the emphasis is on sustainable efficiencies not unsustainable short-term gains;
- c. Enhance customer service through improved understanding of service requirements and options;
- d. Effective risk management by understanding the risks related to asset management and service delivery and applying a framework to prioritise risk mitigation; and
- e. Improved financial efficiency by recognition of all costs of owning/operating assets over the lifecycle of the assets.
- f. This Asset Management approach will be supported and achieved through the implementation of Asset Management Strategy and Asset Management Plans for the Shire of Quairading.
- g. The implementation of this Asset Management Policy will assist the Shire to meet community expectations by providing services in a sustainable manner.

ANNEXURE D – DEFINITIONS

Asset means a resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of

ASSET MANAGEMENT POLICY



property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset Management means the systematic and coordinated activities and practices of an organisation to optimally and sustainably deliver on its objectives through the cost-effective lifecycle management of assets.

Asset Management Plan means Long-term plans (usually 10-20 years or more for infrastructure assets) that outline the asset activities and programmes for each service area and resources applied to provide a defined Level of Service in the most cost effective way.

Asset Management Strategy means the high level long-term approach to asset management including Asset Management action plans and objectives for managing the assets.

Business Case/Planning Report means a Business Case demonstrates the advantage and value of a new service/asset and a Planning Report details the alternative delivery methods and the recommended option.

Level of Service means Levels of Service statements describe the outputs or objectives an organisation or activity intends to deliver to customers.




Lifecycle Cost means the total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

14.2 Unsealed Roads – Standards Policy

Responsible Officer Nicole Gibbs, Chief Executive Officer

Reporting Officer Sarah Caporn, Executive Manager, Works & Services

Attachments

1. Functional Road Hierarchy Criteria, Shire of Quairading [↓](#) 
2. Road Hierarchy Class Listing - Shire of Quairading [↓](#) 
3. Unsealed Roads - Standards Policy [↓](#) 

Voting Requirements Simple Majority

Disclosure of Interest Reporting Officer: Nil

Responsible Officer: Nil

RESOLUTION: OCM 078-23/24

Moved: Cr BR Cowcill

Seconded: Cr JN Haythornthwaite

That Council endorse the Policy – Unsealed Roads – Standards Policy

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

IN BRIEF

Under section 2.7(2b) of the Local Government Act 1995, Council is to determine the Local Government's policies. The Unsealed Roads Standards Policy is presented to Council for its biennial review and adoption.

The Shire of Quairading has a total of 942 km of constructed roads comprising of 288 km of sealed and 654km of unsealed roads.

Regular road inspections are conducted throughout the year by the Shire's operational staff. However, due to the vast expanse of the road network and constant changing physical and environmental contributing factors, unsealed roads can deteriorate quickly which is a concern for Council, community members and those officers maintaining the road network.

A minimum standards policy, regular maintenance programme and corresponding Road Hierarchy guides operational staff on the standards Council and the wider community expect for the unsealed road network.

Whilst the Shire will endeavour to maintain unsealed roads to a serviceable condition within the constraints of available budget and resources, road users are always encouraged to drive safely in accordance with existing road conditions.

MATTER FOR CONSIDERATION

Unsealed Roads – Standards Policy

BACKGROUND

Each year Council allocates a significant portion of its budget for road construction works. This work includes the maintenance and reconstruction of gravel roads.

The condition of unsealed roads can change quickly, with the biggest contributing factors being rain, traffic type, traffic volume and traffic speed. Although Shire staff work hard to meet the minimum standards policy, the condition of unsealed roads cannot be assured and vehicles must always be driven to suit the conditions.

The Shire ideally works towards the ARRB Best Practice Guide – Unsealed Roads (referred to in the policy and freely available online) that a minimum standard of maintenance for all unsealed road classes would include one winter and one summer grading each year, subject to adverse weather conditions and the supply/existence of suitable gravel.

Maintenance grading is undertaken throughout the year, with multi tyre rubber rollers also used to compact the road during the winter grade. As moisture is required to achieve adequate compaction, summer grading is generally done without rollers.

The main purpose of maintenance grading is to provide a good running surface and to form crossfalls in the road so that water runs off and does not pool. Water pooling on roads causes potholes when vehicles drive through them. Moisture is a critical component in winter maintenance grading, which is best done when the gravel has the right amount of moisture in it.

Summer grading is done when there is little to no moisture in the gravel and is undertaken only to improve the running surface, however it is not good for the integrity of the roads. Summer grading is often done to remove corrugations but is only ever partially successful at this. Grading with insufficient moisture in the gravel loosens hard sections of the road which cannot be recompacted until winter grading is done

During the rest of the year, graders “pull in” gravel loosened during summer, and mix it with remaining gravel to reform the roads with crossfalls that encourage water to drain off the surface. In our Shire, the window between having sufficient moisture and not enough moisture is narrow. We are also experiencing a limited amount of gravel being available for bringing back over and reforming a crown, particularly those lower classes of roads that are difficult to prioritise for resheeting works.

Grading is often done in less than ideal conditions and sometimes, roads graded when conditions are good but events that follow can lessen the quality of the road very quickly. In winter, rain, heavy vehicles and fast speeds can very quickly turn a newly graded road muddy and slippery. In summer, if roads were unable to be sealed up with the rubber roller during the winter maintenance grading, they can blow out or become highly corrugated, particularly with the high volumes of heavy vehicle traffic over the harvest period.

A Road Classes Hierarchy (see Attachments 2 & 3) will also guide Council on the minimum standards expected of the different classes of roads throughout the network.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Unsealed Roads - Standards Policy

FINANCIAL IMPLICATIONS

Nil

ALIGNMENT WITH STRATEGIC PRIORITIES

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

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Lack of routine maintenance of Shire roads creates public safety risk and associated liability issues.

Asset Management Plan is non-compliant due to aging assets and increasing costs.

Poor or no construction of roads results in public safety dangers and high-level liability consequences for Elected Members, Executive and the Shire as a whole.

RISK ASSESSMENT

Financial	Medium <i>The Shire is liable for any damage as a result of poorly maintain roads. Significant financial resources are allocated each year to road maintenance so Council must expect value for money as a result.</i>
Health	Low
Reputation	Medium <i>The Shire often receives feedback on the state of unsealed roads. It is key focus and often an area of concern for many ratepayers and the wider community.</i>
Operations	High <i>Council should also expect a high level of competency from staff who undertake road maintenance tasks.</i>
Natural Environment	Low

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

COMMENT

While it is important that such a policy exists, in recent years, the Shire has only managed to undertake a winter maintenance grade across the unsealed road network as staff needed to focus on funded sealed road construction during summer months.

The Shire also experiences limited success with summer grades, instead preferring to leave a compacted crust over the unsealed road following the winter grade. Areas of heavy corrugations or other problems will be addressed as needed. All resheeting works occur during summer so that

the level of moisture is managed with intention to encourage the new material to stick to the existing road surface.

Other road maintenance tasks such as cleaning of drainage culverts and sealed shoulder maintenance are also needed but are limited by current constraints including labour, plant, time and financial resources.

COMMENTS AFFECTING COUNCIL DECISION

Cr Haythornthwaite asked whether this policy would be available to the public on the shire website and whether there was a possibility of it being publicised considering complaints about the conditions of roads where the most frequent.

Cr Smith informed that by law all policies have to be published on the website but that Local Government websites in general weren't the most user-friendly in terms of finding policy documents.

Cr Stacey questioned the merit of the policy as it outlined the order of importance of each road's maintenance when this order would have to be disregarded as soon as there is a complaint about the condition of a road further down the list. Cr Smith replied that, although this was true, the policy would still be used to guide an inform Council's decision making.

The CEO further explained that a solid policy, when there is a lack of funding to comply with it, represents a good basis on which to apply for external funding.

**Shire of Quairading
Rural Road Hierarchy Criteria**

Functional Type Activity	Class 1 Primary Distributor	Class 2 Regional Distributor	Class 3 Local Distributor	Class 4 Access Road A	Class 5 Access Road B	Class 6 Access Road C
* Essential Criteria	Must be a National Highway or State Road - MRWA Responsibility	Must Be an Agreed Roads 2030 "Local Government Significant Road"	Must function as a Distributor Road	Main function is property access - usually services less than 10 properties / km	Main function is property access - usually services less than 5 properties / km.	Main function is property access - usually services less than 2 properties and most often is a No Through Rd.
** Predominant Activity	Major networks linking significant towns and destinations e.g. highways	Local Government roads linking significant destinations and designed for efficient movement of people and goods	Local government roads carrying trucks, machinery, tourists and some times slower moving traffic	Roads other than Regional and Local Distributor Roads which form part of the local distribution network to individual properties	Roads other than Regional and Local Distributor Roads which form part of the local distribution network to individual properties	Roads other than Regional and Local Distributor Roads which form part of the local distribution network to individual properties
Degree of connectivity	High. Connects to other Primary and Regional Distributors	High. Connects to other Primary and Regional Distributors	Medium. Connects other Regional Distributors and Primary Distributor Roads	Medium. Generally connects to local distributors and other Local Access Roads A.	Low. Generally connects to local distributors and Local Access Roads A and B.	Low. Generally connects to Local Access Roads B and C.
Intersections	Controlled with appropriate measures such as signing and line marking (where warranted)	Controlled with appropriate measures such as signing and line marking (where warranted)	Controlled with measures such as signing	Controlled with measures such as signing	Controlled with measures such as signing	Controlled with measures such as signing
*** Indicative Traffic Volumes	Greater than 250 vehicles per day	Up to OR Greater than 150 vehicles per day	Up to 100 vehicles per day	Up to 50 vehicles per day	Up to 20 vehicles per day	Up to 10 vehicles per day
% Heavy Vehicles	Major through route with greater than 10%	Greater than 10%	Road is capable of seasonal truck and machinery traffic	Only to services individual properties but capable of seasonal truck and machinery use	Only to services individual properties	Only to services individual properties
Frontage Access Allowed	Preferably none but limited access exists to service individual properties.	Preferably none but limited access exists to service individual properties.	Yes. Majority of property access should be from these roads	Yes. Majority of property access should be from these roads	Yes. Majority of property access should be from these roads	Yes. Majority of property access should be from these roads
Recommended Operating Speed	Generally 110km/h - open road	Generally up to 110km/h	Generally less than 90km/h due to road geometry / road condition	Safe operating speed may be limited due to road geometry, surface and condition	Safe operating speed may be limited due to road geometry, surface and condition	Safe operating speed may be limited due to road geometry, surface and condition
Buses Allowed	Yes	Yes	Yes	School buses if required - Ensure a suitable maintenance regime if roads not paved.	School buses if required - Ensure a suitable maintenance regime if roads not paved.	School buses if required - Ensure a suitable maintenance regime if roads not paved.
Signs & Line Marking	Centrelines, speed signs, guide and service signs	Centrelines (where warranted) , speed signs (on sealed sections ONLY) , guide and service signs	Speed signs (on sealed sections ONLY) and guide signs (install Size B D4-6 "Cams" signs around Deficient Radii Curves on unsealed sections to improve safety - since speed signs cannot be utilised).	Guide signs (install Size B D4-6 "Cams" signs around Deficient Radii Curves on unsealed sections to improve safety - since speed signs cannot be utilised).	Guide signs	Guide signs
Responsibility	MRWA	Local Government	Local Government	Local Government	Local Government	Local Government

General Description of Existing Road Type	Type 6 Standard Road - seal width > 7.0m and pavement width > 10.0m.	Type 5 Standard Road (seal width = 7.0m) and pavement width approx 10.0m, and Type 6 Standard road (seal width > 7.0 m) and pavement width approx. 10m width.	Type 4 Standard Road (seal width = 3.7 to 7.0m) and pavement width approx. 8.0 to 9.0m, and Type 5 Standard road (seal width = 7.0m) and pavement width approx. 9.0 to 10.0m width OR Type 3 Standard Road - Unsealed but Paved - with Pavement width approx. 8.0 to 9.0m.	Type 3 Standard Road - Unsealed but Paved with Pavement width > 8.0m	Type 2 Standard Road - Unsealed / Formed Road (Paved or Unpaved) with Carriageway width > 6.2m (so minimum 60 kph speed limit can be imposed with Operating Conditions - for a Low Volume Type A road under the RAV Route Assessment Guidelines).	Type 1 Standard Road - Unsealed / Unformed Road (generally unpaved) with Carriageway width > 3.5m (so minimum 40 kph speed limit can be imposed with Operating Conditions - for a Low Volume Type B road under the RAV Route Assessment Guidelines).
Capital Works Warrant	Under MRWA Control	Reconstruct roads to the required 2030 standard for sealed roads - the minimum Type 5 standard (7.0m seal width), and Type 6 standard (> 7.0m seal width - possibly 8.0m on straights and sufficient radii curves, and 9.0m on deficient**** radii curves) where the traffic counts meet the warrant (AADT > 150 OR ESA > 41).	Reconstruct existing sealed roads to a minimum Type 4 standard (3.7 to <7.0m seal width), and Type 5 standard (7m seal width) where the traffic counts meet the warrant (AADT > 50 OR ESA > 21). Widen, reform and Gravel Resheet unsealed roads to a minimum 9.0m carriageway width and 150 thick pavement depth.)	Widen, reform and Gravel Resheet unsealed roads to a minimum 8.0m carriageway width (so no Low Volume Road with limiting Operating Conditions have to be imposed under the RAV Route Assessment Guidelines) and 100 thick pavement depth - if affordable and all unsealed Local Distributor Roads have been paved to a suitable standard.	Nil	Nil
Road Maintenance Warrant	Under MRWA Control	Maintenance Grade Unsealed Shoulders once per annum, including cleaning out table and side drains. Carry out pothole, edge break and crack patching as required to provide a high level of service. Trim Verge Vegetation back to edge of Maintenance Zone on a regular basis to provide a high level of service in maintaining table drains and visibility.	On Sealed Roads, Maintenance Grade Unsealed Shoulders once per annum, including cleaning out table and side drains. Carry out pothole, edge break and crack patching as required to provide a moderate level of service. On Unsealed Roads, carry out 1 x Early Off Peak Winter Maintenance Grade including cleaning out table and side drains, 1 x Peak Winter Maintenance Grade, and 1 x Summer Grade during the busy harvest period to remove corrugations. Trim Verge Vegetation back to edge of Maintenance Zone on an affordable basis to provide a moderate level of service in maintaining table drains and visibility.	Carry out 1 x Peak Winter Maintenance Grade including cleaning out table and side drains and 1 x Summer Grade during the busy harvest period to remove corrugations. Trim Verge Vegetation back to edge of Maintenance Zone on an affordable basis to provide a low level of service in maintaining table drains (where applicable) and visibility.	Carry out 1 x Off Peak Winter Maintenance Grade including cleaning out table and side drains	Carry out 1 x Summer Maintenance Grade including cleaning out table and side drains.

* Ideally, when considering road networks, every road would need to meet all criteria of one Functional Road Hierarchy type, but many roads meet some of the criteria appropriate to several different hierarchal types and are designated by determining the majority of criteria that apply. All must meet the Essential Criteria.

** Predominant Activity - "Significant Designations" as defined by the Roads 2030 criteria includes State and regional tourist destinations, communities of greater than 500 population and remote communities with greater than 250 population or remote communities of greater than 50 population with limited road access

*** Indicative Traffic Volumes - As these criteria are for Statewide use, The traffic volume figures are intended to reflect volumes in the majority of regions. However, some Regions will have roads that don't reach the indicative volume while others will have volumes far in excess of those indicated

**** Deficient Radii Curves are those with Radii Length < 400m.

The above criteria is based on the MRWA Regional Functional Road Hierarchy as amended criteria 21/03/2001 - with an additional Local Access Rd level included - Local Access Rd C

Road Hierarchy	Length (m)
Class 2 - Regional Distributor	100595
ASHTON STREET	1130
DANGIN MEARS ROAD	22200
GOLDFIELDS ROAD	9160
JUNCTION ROAD	740
KELLERBERRIN - YOTING ROAD	16100
QUAIRADING - CORRIGIN ROAD	31030
QUAIRADING CUNDERDIN ROAD	20235
Class 3 - Local Distributor	203571
ANDREWS ROAD	6790
BADJALING NORTH ROAD	24200
BADJALING ROAD	2590
BADJALING SOUTH ROAD	10300
BULYEE - QUAIRADING ROAD	16670
BURROWS ROAD	3140
CARTER - DOODENANNING ROAD	8110
CUBBINE ROAD	40171
DOODENANNING - MAWSON ROAD	18400
GEYER STREET	2210
LOUDON STREET	880
MOUNT STIRLING ROAD	28450
OLD BEVERLEY EAST ROAD	15120
OLD BEVERLEY WEST ROAD	19990
PUNCH ROAD	4900
RALSTON ROAD	1650
Class 4 - Access Road A	365238
AVON ROAD	870
BALKULING NORTH ROAD	9780
BELLACABELLA - DOODENANNING ROAD	8580
BLAKE ROAD	7840
BROCKMAN STREET	270
CAROLING ROAD	1770
CAROLING SOUTH ROAD	5770
CEMETERY ROAD	630
CHARLTON STREET	340
CORALING STREET	980
CRIMP ROAD	6690
CUBBINE STREET	640
DALL STREET	440
DANGIN NORTH ROAD	9780
DANGIN SOUTH ROAD	15460
DANGIN TERRACE	430
DULBELLING NORTH ROAD	15550
DULBELLING SOUTH ROAD	17630
EDWARDS WAY	160
FORREST STREET	1850

FORREST STREET D:2	210
GILES ROAD	640
GILLET STREET	330
GOLF CLUB ACCESS	860
GROWDEN STREET	170
HARRIS STREET	630
HAYES ROAD	14240
HAYTHORNTHWAITES NORTH ROAD	3700
HAYTHORNTHWAITES ROAD	2660
HEAL ST PARKING OVERFLOW "A"	150
HEAL ST PARKING OVERFLOW "B"	110
HEAL STREET	390
HEAL STREET ACCESS	20
HEGGERTY STREET	210
HORSLEY ROAD	5780
MACDONALD STREET	910
MAYNARD ROAD	10180
MCLENNON STREET	1720
MILLS ROAD	1930
MUNYARD ROAD	8780
MURPHY STREET	640
NEWELL - HURLEY ROAD	200
NOTTLE EAST SIDE ROAD	3390
OLD YOTING ROAD	13620
PANNELL ROAD	4550
PANTAPIN NORTH ROAD	14000
PANTAPIN NORTH WEST ROAD	11640
PANTAPIN RD	770
PANTAPIN SOUTH EAST ROAD	5570
PANTAPIN SOUTH ROAD	14840
PARKER NORTH ROAD	1610
PARKER STREET	620
PARKER STREET D:2	250
PEACOCK ROAD	3110
PLESTER AVENUE	170
PLESTER PLACE	50
POWELL CRESCENT	510
QUAIRADING SOUTH ROAD	12310
REFUSE ROAD	380
REID ROAD	450
RICHARDS ROAD	3310
RUBBISH TIP ROAD	370
SOLOMON ROAD	15250
STACEY STREET	120
STOCKPOOL ROAD	5510
STONE STREET	110
STONES BACK ROAD	1610

STONES ROAD	8730
STRICKLAND ROAD	880
SUBURBAN ROAD	670
TAMMIN ROAD	2460
TOAPIN ROAD	11860
TREGENZA ROAD	2090
TRELOAR ROAD	6380
UNNAMED ROAD (WAS CAPORN ROAD)	930
WACKETT ROAD	7568
WALKER STREET	810
WAMENUSKING EAST ROAD	7640
WAMENUSKING ROAD	13560
WILLS ROAD	1690
WOOD STREET	220
YORK MERREDIN	1520
YOTING NORTH ROAD	9760
YOTING SOUTH ROAD	14430
Class 5 - Access Road B	171080
ANDERSON ROAD	2970
BLAND ROAD	6140
BLECHYNDEN ROAD	2380
BLOOM ROAD	2390
BOND ROAD	5440
BRIGHOUSE ROAD	2970
CHURCH ROAD	3490
DORAKIN ROAD	6770
ELLEN ROAD	3370
GLENLUCE ROAD	5060
HANDSCOMBE ROAD	5290
HARVEY ROAD	6480
HAYES EAST ROAD	5450
HEAL ROAD	2470
HOME BUSH ROAD	8100
HUGHES ROAD	2860
KARRAKIN ROAD	5010
KEVILL ROAD	4450
LAKE MEARS ROAD	4950
MANNING ROAD	2680
MEARS ROAD	3080
POWELL ROAD	2000
ROBBS LANE	4530
SANDPLAIN ROAD	2960
SHENTON ROAD	5160
SIMPSON ROAD	2960
SOLOMON SOUTH ROAD	5290
STACEY BUS ROAD	8140
SUNNY VALE	3200

TAYLOR ROAD	5420
THOMSON ROAD	5200
UNNAMED RD	1000
VISA ROAD	6150
WAGHORN ROAD	6330
WEIR ROAD	5600
WILSON ROAD	4770
WISHART ROAD	2130
YACKLIN ROAD	8440
Class 6 - Access Road C	70920
ADAMSON ROAD	3540
BLACK ROAD	4110
BLAKE NORTH ROAD	2040
BOYLE ROAD	890
BROWN ROAD	3030
CLEMENS ROAD	2510
DALL ROAD	2750
DULBELLING WEST ROAD	1810
GREEN ROAD	1940
HAMMOND HILL ROAD	3030
HARRISON ROAD	1210
JOHNSON ROAD	4270
KALLARRA ROAD	3760
KELLY ROAD	600
LIVINGSTONE ROAD	4090
LYALLS ROAD	620
MINCHIN ROAD	1540
MINCHIN SOUTH ROAD	1510
PARKER ROAD	4130
SQUIERS ROAD	2050
SWITHENBANK RD	1570
TAYLORS NORTH WEST ROAD	4610
UNNAMED CEMETARY/PROPERTY ACC	920
VEITCH ROAD	1460
WAGHORN SOUTH ROAD	1450
WILLIAMS ROAD	1030
YOTING ROAD	10450
Grand Total	911404

UNSEALED ROADS – STANDARDS POLICY



UNSEALED ROADS - STANDARDS POLICY

PURPOSE

This Policy aims to provide guidance to the Shire works team and the community on the level of service that Council is required to provide in managing and maintaining unsealed roads.

OBJECTIVE

To construct and maintain safe roads throughout the district.

POLICY

Council roads are to be constructed and maintained in accordance with the guidelines set out in the **Unsealed Roads Manual** produced by the *Australian Road Research Board*.

GUIDELINES

Unsealed Roads Manual produced by the Australian Road Research Board.

See Attachment 1.1(a): Road Profile and Specifications for “A” & “B” Class Roads.

See Attachment 1.2(b): Road Profile and Specifications for “C” Class Roads.

Where Class A & B are sealed and/or unsealed roads of greater width to accommodate heavy vehicles and higher usage rates and Class C is for local traffic of lesser lower usage rates.

The Shire will maintain a Road Hierarchy listing the classes of each Unsealed Road within its network.

STATUTORY ENVIRONMENT

Local Government Act 1995

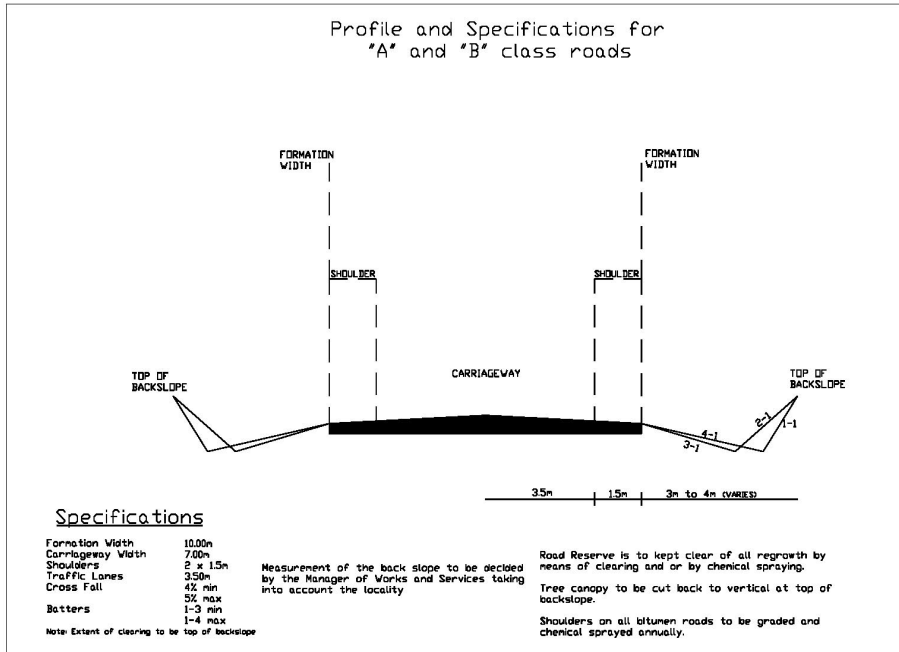
Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	Neville Hale (ACEO)	29/06/17	205-16/17	New Policy		
02	Graeme Fardon/ Allan Rourke	27/09/18	41-18/19	Policy Review Project - 7/09/2018		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review	Dec 2020	
04	Sarah Caporn (EMWS)			Biennial Policy Review	Sept 2023	

UNSEALED ROADS – STANDARDS POLICY

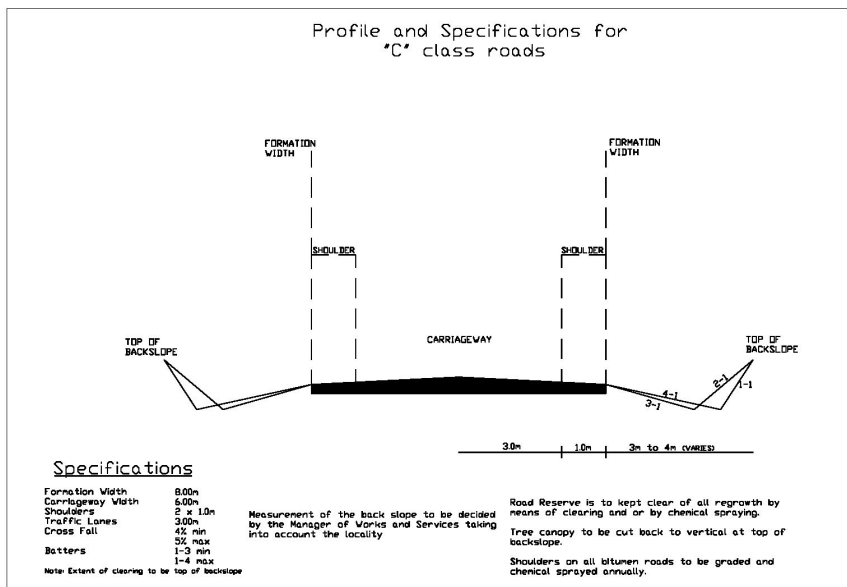


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ATTACHMENT 1.1(a)
UNSEALED ROADS - ROAD PROFILE AND SPECIFICATIONS "A" & "B" CLASS ROADS



ATTACHMENT 1.2(b)
UNSEALED ROADS - ROAD PROFILE AND SPECIFICATIONS "C" CLASS ROADS



14.3 Private Entrances - Pipe Crossing (Rural) Policy

Responsible Officer	Nicole Gibbs, Chief Executive Officer
Reporting Officer	Sarah Caporn, Executive Manager, Works & Services
Attachments	1. Private Entrances – Pipe Crossing (Rural) Policy ↓ 
Voting Requirements	Simple Majority
Disclosure of Interest	Reporting Officer: Nil Responsible Officer: Nil

RESOLUTION: OCM 079-23/24

Moved: Cr TJ Stacey

Seconded: Cr JN Haythornthwaite

That Council endorse the Policy – Private Entrances – Pipe Crossing (Rural) Policy

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

IN BRIEF

Under section 2.7(2b) of the Local Government Act 1995, Council is to determine the Local Government's policies. The Private Entrances – Pipe Crossing (Rural) Policy is presented to Council for its biennial review and adoption.

MATTER FOR CONSIDERATION

Private Entrances – Pipe Crossing (Rural) Policy (Attachment 1)

BACKGROUND

This Policy provides clarity on the responsibility of the construction, installation and maintenance of a rural piped crossovers.

A rural crossover is the section of driveway that lies inside the road reserve and links the public road and access to private property.



The policy remains that Council is required to pay half of both the material cost and installation cost (as estimated by Council) of one standard pipe crossing to a rural property, up to a limit of 9.6 metres. The Shire usually installs crossovers between 300 and 375mm diameter to maintain adequate flow through any open drainage alongside the roads.

The current limits in size are considered adequate for normal operations. Requests in excess of these limits are charged entirely to the Landowner.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Private Entrances - Pipe Crossing (Rural) Policy

FINANCIAL IMPLICATIONS

There are minimal requests for rural crossovers each year and these are usually accommodated from existing road maintenance budgets and excess or existing materials.

ALIGNMENT WITH STRATEGIC PRIORITIES

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

CONSULTATION

Nil

RISK MANAGEMENT PRIORITIES

This report addresses the following identified Strategic Risk Management Priorities:

Lack of routine maintenance of Shire roads creates public safety risk and associated liability issues.

Poor or no construction of roads results in public safety dangers and high-level liability consequences for Elected Members, Executive and the Shire as a whole.

Natural disaster/s impact business continuity.

RISK ASSESSMENT

Financial	Low
Health	Low
Reputation	Medium <i>Private landowners are often glad of the shared costs for access to property.</i>
Operations	Low <i>Rural crossovers are usually quick and easy and take minimal operational resources to install.</i>
Natural Environment	Low <i>Higher volumes of rain and running water in recently years has highlighted how important it is for all parties to maintain access to property while also allowing for good road drainage.</i>

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

COMMENT

No changes have been made to the Policy as part of the biennial review and is at Attachment 1.

The last time this policy was utilised (during April 2023) the Shire provided the materials, such as the HDPE pipe and gravel, and the landowner provided the labour to install everything. It worked well for both parties and resulted in a high quality crossover.

PRIVATE ENTRANCES – PIPE CROSSING (RURAL) POLICY



PRIVATE ENTRANCES – PIPE CROSSING (RURAL) POLICY

PURPOSE

The Policy is to provide clarity on the responsibility of the construction, installation and maintenance of a rural piped crossovers.

OBJECTIVE

The primary policy objective is to provide clarity to property owners in relation to their responsibility for the construction/installation and maintenance of a rural crossover pipes to ensure they are installed in accordance with Australian Standards and to Council technical specifications.

POLICY

Council is required to pay half of both the material cost and installation cost (as estimated by Council) of one standard pipe crossing to a rural property, up to a limit of 9.6 metres.

The above limits in size are considered adequate for normal operations and works in excess of these limits are to be charged entirely to the Landowner.

GUIDELINES

Local Government Act 1995

Annexure A – Approval and Construction

STATUTORY ENVIRONMENT

Local Government Act 1995


Record of Policy Review						
Version	Author	Council Adoption	Resolution	Reason for Review	Review Date	CEO Signature
01	JA Martin	21/05/92	602/92	New Policy		
02	Graeme Fardon/ Allan Rourke	27/09/18	41-18/19	<i>Policy Review Project – 7/09/2018</i>		
03	Graeme Fardon	17/12/20	97-20/21	Biennial Policy Review – Minor Amendment	Dec 22	
04	Sarah Caporn (EMWS)			Biennial Policy Review	Sept 2023	

PRIVATE ENTRANCES – PIPE CROSSING (RURAL) POLICY

**Annexure A – Approval and Construction**

1. A person wishing to construct, install or alter a rural piped crossover, is required to submit an application and obtain Council approval prior to the works commencing;
2. All vehicular rural piped crossovers are to be constructed/installed in accordance with Australian Standards and Council technical specifications. Where there is no kerb or gutter it must be impervious to all weather conditions (rain wash out, erosion etc.).
3. The Pipe Crossing is to be constructed to enable vehicles to enter and exit the property safely;
4. The infrastructure is to have a safe and even surface for pedestrians where crossings and pedestrian paths intersect;
5. Driveway rural piped crossover is not to interfere with other public infrastructure service provider's equipment/ structures.
6. The responsibility for the ongoing maintenance and condition of a rural piped crossover (including the internal cleaning of the pipe) remains with the property owner.
7. Property owners, contractors, and builders are to ensure they minimise impact to the local environment and potential damage to public and private property associated with the construction, installation, maintenance to a crossover and stormwater drainage.

14.4 Update on Works & Services Programme

Responsible Officer	Nicole Gibbs, Chief Executive Officer
Reporting Officer	Sarah Caporn, Executive Manager, Works & Services
Attachments	1. Update on Works Programme for September 2023 ↓ 
Voting Requirements	Simple Majority
Disclosure of Interest	Reporting Officer: Nil Responsible Officer: Nil

RESOLUTION: OCM 080-23/24

Moved: Cr JR Hippisley

Seconded: Cr BR Cowcill

That Council note the current status of the program for Works & Services team for the month of September 2023.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

IN BRIEF

- Management has been focused on procurement with the adoption of the 2023/24 Annual Budget
- Maintenance works continues for both construction and gardens teams

MATTER FOR CONSIDERATION

A comprehensive update of current Works & Services projects is provided below and summarised in Attachment 1.

PROJECT UPDATES

Construction:

Regional Road Group - Quairading – Corrigin Road:

Due to the increased prices of all materials and contractors, the Shire will be applying to vary the scope of works to compete just over 2km of reconstruction this year (SLK 19.40 to 21.50). There is no drainage infrastructure to contend with but there is a curve and an intersection so a design will need to be completed to make sure that road follows optimal alignment and camber.

Procurement of a surveyor is now complete and they will complete a feature survey around the 6th October with a design completed the following week. The supplier will also coordinate pegging the road. Our Shire staff will begin clearing once they have completed the features survey so that the site is ready for set out and pegging by the 20th October.

The EMWS will commence procurement of qualified contractors to assist the Shire with cement stabilisation and sealing shortly. As reported to the last meeting, gravel has been pushed up and is ready to go.

Maintenance Works: Our Maintenance programme continues. One of our trainees has moved across to work alongside the contractor which has improved the speed with which we are completing the kilometres. The Shire is not far off our goal but won't quite complete every road by the end of September so we are now prioritising for urgent repairs and key haulage routes for harvest.

Cemetery Road: An *Authorisation to Take Threatened Species* was issued for the Shire to undertake maintenance clearing of *Jacksonia quairading* along the Cemetery Access road by Department of Biodiversity, Conservation and Attractions (Authorisation No. TFL2223-0067) which finishes on 30 November. This project has now been completed within the required timeframe. There are some conditions attached to this permit such as the completion of a Threatened Special Report Form to conclude the works. The EMWS will complete this as Authorisation Holder on behalf of the Shire.

Groves Access Road: This project is now underway and will likely be completed prior to the Council meeting. The fencing and clearing have been completed so the final step is the installation of double swung gates to the southern end of the site for fire unit access. We confirm to Council and the community that it is not intended that these gates ever be locked and access to the Nature Reserve is provided freely.

Grounds & Gardens:

Toapin Weir: There has been much research and conjecture on how best to reinstate a handrail to assist people climbing the rock. There was a bollard with loose chain that was recently removed as it had become weathered to the point of being hazardous. Our preferred and recommended option is a solid handrail with telescopic support posts that can be raised or lowered depending on the rock at that location. Chatfields Engineering will be working with the Shire to achieve this component of the project.

The Shire has also recently installed new "Fire Warning" signage, fire pit rings, an auto-shut off potable water supply tap to the Ablution Block and removed the water tank near the BBQ. There is also a "Visit Quairading" sign to guide campers back into town. The Quairading CRC held an event at the Weir so staff assisted to prepare with mowing and whipper snipping the surrounds. We had some excellent feedback from the CRC with how nice the area looked prior to their featured event.

Town Hall Carpark: The trees have now been removed at the rear of the Shire Administration Centre in preparation for this project. With the budget being the major constraint, we are now working on the best materials to ensure an excellent product with a long lifespan. We are fortunate to that there is already a good fall across the site for drainage and it's just a matter of working out the best scope to match the funds available. All works must be completed by 30 June 2024.

Staff Movements: Our new Supervisor of Grounds and Gardens will commence with the Shire on Monday 2nd October. We have a vacancy to fill in our Construction crew with applications closing on 20th September. We remain apprehensive about how much extra capacity is needed in our Gardens crew with the additional work provided by the Community Park and will report back to the Executive and Council at a later date if extra capacity is needed.

Council Properties: Vacancy inspections have now been completed on both Suburban Road units. Our new Gardens Supervisor did not require accommodation as he lives locally. New tenants have arrived in Edwards Way and are requesting the Shire to reinstate the lawn at the property. Shire staff desiccated it as it was partly dead with lots of Gazanias growing through it.

Plant Updates: The Request for Tender on 2 x tip trucks is out to the marketplace. Responses closed on 3rd October so it is anticipated that Council will be presented with an evaluation and recommendation as part of the October agenda.

STATUTORY ENVIRONMENT

Local Government Act 1995

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

There are no financial transactions outside of existing Budget allocations.

ALIGNMENT WITH STRATEGIC PRIORITIES

- 3.1 Built Environment:** Safe, efficient and well maintained road and footpath infrastructure
- 3.2 Built Environment:** Parks, gardens and social spaces are safe and encourage active, engaged and healthy lifestyles
- 5.3 Governance & Leadership:** Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community

CONSULTATION

The Works team received a high level of customer requests which are immediately assessed by EMWS and responded to within a timely manner.

RISK ASSESSMENT

Financial	Moderate <i>The Works budget is a substantial investment into our town and the Shire’s assets. It needs to be properly allocated and have transparency for the community members and ratepayers.</i>
Health	N/A
Reputation	High <i>The Works team has strong visibility within the community and are committed to making sure the Shire is a safe and beautiful place to live and work.</i>
Operations	High <i>A well-functioning Works team ensures that Council’s priority tasks are completed in a timely and value for money method.</i>
Natural Environment	N/A

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

COMMENT

Please find the current status of the 2023/24 Works Programme as Attachment [1].



WORKS PROGRAMME UPDATE – 23/24

PROJECT	SCHEDULED COMPLETION DATE	CURRENT STATUS AND COMMENT
Works Programme Planning & Road Hierarchy		Road Hierarchy is presented to Council as part of the Unsealed Roads – Standards Policy Forward Capital Works Plan is in progress.
Major Road Construction: Quairading-Corrigin Rd	October - December 2023	5% complete
Gravel Resheeting: Old Beverley Road West; Stockpool Road; Badjaling North Road	Scheduled early 2024.	Not yet commenced.
Cemetery Road (Permit to Take Threatened Flora (for <i>Jacksonia quairading</i>) required)		Completed, September 2023.
Footpath Improvements		In progress - Request for new footpath from Arthur Kelly Village to Main Street (approx. 700LM). EMWS to seek quotes and consult with MRWA.
The Groves: Access road	September 2023	Project completed, September 2023.
Town Hall / Shire Admin carpark (LRCI funded)		In progress. Planning underway to match project scope to available funding.
Verge mulching / vegetation trimming: Quairading – Cunderdin Road (~20km from town edge to Shire boundary)		Project complete.
Balkuling School repairs		Adam May has quoted – need to schedule works.
Level 1 Bridge Inspections	Summer 2023/24	Inspections have been completed. Work order remains outstanding for Bridge on Dangin North Road but report is now received of what needs to happen. Seeking quotes from suitable suppliers.
Townsite Garden – Renewals		Proposed new plantings in Main Street Precinct, Caravan Park Entry and Daycare Centre – awaiting new Supervisor.
Sportsground Upgrades		Funding application going in for the hard sports court – demolish existing and site preparation. Refurbish cricket pitch in conjunction with Club. More fencing panels needed around Oval.



PROJECT	SCHEDULED COMPLETION DATE	CURRENT STATUS AND COMMENT
		Ram Shed was completed prior to their sale.
Refurbishment of BMX / Bike Track		On hold. Area has been slashed in preparation for fire season by school.
Caravan Park: Sewer pump (move to a silent alarm), CCTV coverage	January 2024	Budget approved. Park too busy at the moment to be without water/sewer so will limp through manually until mid-summer when quieter. CCTV was dropped due to budget constraints.
Waste Facility:	Ongoing	Seek quotes for additional tall fencing for landfill cells. No further reports at this time.
Aged Care Facilities:		<p>Arthur Kelly Village: 2 x Carports, Irrigation improvements, gravel carpark on NW side</p> <p>Parker House: Total Front Garden refurbishment – may include front fencing (budget dependent) f</p>
Training Matrix		Selected staff are scheduled for HC Truck licences in Cunderdin. Seeking supplier for Traffic Mgmt, whole team, and ChemCert for Gardens staff.
Workplace Health & Safety		WHS Committee meets on 28 September. New agenda template in use.

ITEM 15 MATTERS FOR CONSIDERATION - WORK, HEALTH & SAFETY

No matters for consideration

ITEM 16 URGENT COUNCILLOR’S BUSINESS

RESOLUTION: OCM 081-23/24

Moved: Cr JR Hippisley
 Seconded: Cr E Cheang

That Council accept urgent Councillor’s business.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

16.1 Sign at Toapin Weir

MOTION

Moved: Cr JR Hippisley

That Council erect a sign inviting patrons of Toapin Weir to make a donation by electronic transfer to a shire account with the reference “Toapin Weir”.

MOTION LAPSED

COMMENTS AFFECTING COUNCIL DECISION

Cr Smith reports that the matter of encouraging campers at Toapin Weir to donate funds for the upkeep had been previously raised at the now disbanded Tourism Working Group. There was a reluctance to install the box due to the possibility of donated funds being unlawfully taken. Cr Smith suggested that instead a sign with the shire’s banking details and the encouragement to donate if visitors enjoyed their stay could be installed.

Cr Haythornthwaite responded that on first thought, administratively it would be difficult to reconcile random small amounts of money being paid into the shire’s account.

Cr Smith replied that this could be easily remedied by opening a separate account for this single purpose.

Cr Hippisley suggested that encouraging visitors to use the reference “Toapin Weir” for the transfer would solve the problem to which the EMCS replied that in practice it is difficult to get people to comply with such a request as evidenced by frequent deposits of rate payments missing the assessment number as a reference.

Cr Cheang stated that he agreed with Cr Smith's idea to have these contributions paid into a separate, dedicated account instead of relying on visitors to include the correct reference. The EMCS added that this was possible and probably easier in the long run.

16.2 Council Meeting Procedures – Local Law

Cr Smith asked Council whether a motion should be put forward to ask officers to provide a template for Meeting Procedures – Local Law as will be required probably before the new year due to the Local Government reforms.

The CEO responded that WALGA had been approached for such a template months ago but officers had been asked to hold off until the reform had taken place because meeting procedures were to be standardised according to the Local Government Band and provided by WALGA. She had not been advised yet that they were ready and available.

Cr Stacey queried whether these meeting procedures would be something Councillors would need to receive training on to which Cr Smith replied that the previous template was around 40 pages long and that having the information as early as possible would be advantages in making sure councillors had time to understand the requirements.

The CEO stated that a timeframe might be obtained from WALGA, in which this document would become available.

16.3 Commemoration Plaque for the opening of Kwirradling Koort

RESOLUTION: OCM 082-23/24

Moved: Cr TJ Stacey

Seconded: Cr JR Hippisley

That Council request officers to bring to Council a plan for a proposed plaque to commemorate the major sponsors of the Community Park Project to be discussed and actioned at the October Ordinary Council Meeting.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

COMMENTS AFFECTING COUNCIL DECISION

Cr Smith stated that the newly opened park is missing a plaque commemorating its opening and recognising the donation towards the construction of the park by the Rural Youth Club.

Cr Stacey agreed with Cr Smith and added that members of the Rural Youth Club who were involved in raising the funds that were used for the park were concerned and disappointed to see no physical recognition of that contribution at the park.

The EMED explained that a sign had been planned and designed to be attached to the roller recognising the contributions made by the Rural Youth Club. The team had then been advised that there was a preference for a bronze plaque instead but this could not be ordered in time for the opening of the park as it was not originally considered in the signage.

Cr Smith asked Council what their preference was and what motion should be put forward.

Cr Stacey voiced his preference for bronze plaque over a sign for reasons of longevity.

The CEO asked Council to decide on who should be included in the plaque so that no one is omitted to which Cr Haythornthwaite replied that it was a good idea to have the checks in place to make sure that the wording and acknowledgments were correct and suggested Cr Stacey as the liaison.

Cr Hippisley raised the question whether this should be included in the budget review as he was unfamiliar with the scope of the cost of such an item.

The CEO suggested that officer could include draft designs and costings as an agenda item in the October OCM.

16.4 Bowling Club request for WiFi connectivity

Cr Smith brought to Council a query from a Bowling Club executive member that a request made to shire officers for WiFi connectivity at their premises had not been actioned.

The CEO replied that she had only the previous day received communication regarding the matter with an apology that a shire officers emailed request for further information had been missed. The CEO further explained that she is not yet aware of what exactly the request entailed as she had not had the chance to contact the member of the Bowling Club. In her opinion the request is most likely for the shire to provide a remote access point to services provided under the shire's contract with their own internet provider, as is done, for example, for the caravan park. The CEO advised that doing this would set a precedent for other clubs to request the same, which could quickly add up to a lot of money paid by the shire.

Cr Haythornthwaite stated that this is not a service the shire should be responsible for providing. Cr Hippisley added that Bowling Club members could use their mobile phones to hot spot if WiFi was required for Eftpos facilities or the like.

The CEO added that a grant could be applied for by the Bowling Club, if the request was in fact for infrastructure to be provided, rather than the running costs.

Cr Smith stated that if everyone was in agreement, Council would leave it to the CEO to reply to the request. No one disagreed.

ITEM 17 CONFIDENTIAL ITEMS

The Meeting will be closed by Council Resolution to the public under Part 5 Division 2 Section 5.23(2)(c), (e) and (h)(c) and (h) of the Local Government Act 1995 as the Items relates to : -

- (c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting
- (e) a matter that if disclosed, would reveal –
 - (i) a trade secret; or
 - (ii) information that has a commercial value; or
 - (iii) information about the business, professional, commercial or financial affairs of a person
- (h) such other matters as may be prescribed (consider regulations)
- (c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting
- (h) such other matters as may be prescribed (consider regulations)

At 03:10 PM, Sarah Caporn, Tricia Brown, Natalie Ness, Nicole Gibbs and Renee Faltyn left the meeting.

RESOLUTION: OCM 083-23/24

Moved: Cr BR Cowcill

Seconded: Cr JN Haythornthwaite

That Council close the meeting to the public at 3.10 pm to consider the confidential reports listed below in accordance with Section 5.23(2) of the Local Government Act 1995:

17.1 Options Paper Stage 2 Light Industrial Lots**17.2 Bushfire Mitigation Program**

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

At 03:25 PM, Nicole Gibbs, Natalie Ness, Tricia Brown and Sarah Caporn returned to the meeting after the discussion of Item 12.7 Appointment of Temporary CEO.

17.1 Options Paper Stage 2 Light Industrial Lots

OFFICER RECOMMENDATION

That Council authorise the CEO to sell Lot 1 and Lot 2 Winmar Road, Quairading to the local operators of Nutrien for a total cost of \$70,000 (plus GST) for the two lots.

That, subject to the local operators of Nutrien purchasing both Lot 1 and 2 Winmar Road, Quairading, Council agrees to;

1. Commit to developing the remainder of the Light Industrial Area lots on Winmar Road, Quairading, within 12 months, at a cost of \$600,000 (plus GST).
2. Authorise the CEO to apply for a \$300,000 Loan with WATC in accordance with Option 2.
3. Authorise the CEO to fund the remainder of the project through Reserves, with a capped expense of \$300,000.

RESOLUTION: OCM 084-23/24

Moved: Cr JN Haythornthwaite

Seconded: Cr TJ Stacey

That Council defer progress on the development of the light industrial lots until after the appointment of the new CEO and the first budget review in November.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

Cr Smith asked to change the motion to reflect Council's wish to discuss the project at a later date.

17.2 Bushfire Mitigation Program

RESOLUTION: OCM 085-23/24

Moved: Cr TJ Stacey

Seconded: Cr BR Cowcill

That Council note the application for grant funding through the Department of Fire and Emergency Services Mitigation Activity Fund and the Bushfire Mitigation Treatment Plan as developed by the Bushfire Risk Mitigation Coordinator.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

The above mentioned report/s were provided to Elected Members under separate cover. The report/s are not for publication.

RESOLUTION: OCM 086-23/24

Moved: Cr JN Haythornthwaite

Seconded: Cr JR Hippisley

That the meeting be open to members of the public at 3.31 pm.

FOR: Crs PD Smith, TJ Stacey, E Cheang, BR Cowcill, JN Haythornthwaite and JR Hippisley

AGAINST: Nil

CARRIED 6/0

Public Reading of Resolution

Should there be any members of the public in attendance at the re-opened meeting, the Shire President is to read aloud the decisions made by Council while the meeting was closed to the public.

At 3.33 PM, Renee Faltyn returned to the meeting and the Shire president read aloud the decisions made by Council while the meeting was closed to the public.

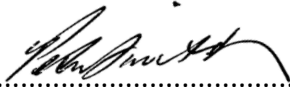
ITEM 18 NEXT MEETING DATE

The next Ordinary Council Meeting is scheduled to take place on Thursday 26 October 2023 commencing at 2.00pm in the Council Chambers, 10 Jennaberring Road, Quairading, WA.

ITEM 19 CLOSURE

There being no further business, the Chairperson closed the Meeting at 3.34pm.

I certify the minutes of the Ordinary meeting of Council held on 28 September 2023 were confirmed 26 October 2023 as recorded on Resolution No. OCM 094 - 23/24.

Confirmed.......... 26.10.2023